



CRS Center

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

2007 Annual Report

CRS Center Board of Directors

Dr. Mark Clayton, Interim Head, Department of Architecture
John Only Greer, FAIA, Wallie E. Scott Professorship
Dr. Joe Horlen, Head, Department of Construction Science
Dr. Robert Johnson, AIA, Director, CRS Center and Thomas A. Bullock Chair
Dr. Sarel Lavy, Assistant Professor, Department 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 Shepley, William M. Peña Professorship and
Director of the Center for Health Systems & Design

CRS Center Staff

Susie Billings, Administrative Assistant
Carlos Nome, Graduate Assistant

Table of Contents

A TIB BY BILL CAUDILL – IN REMEMBRANCE OF TOM BULLOCK.....	3
A TIB BY BILL CAUDILL – IN REMEMBRANCE OF HERB PASEUR.....	4
MISSION	5
CRS CENTER BACKGROUND.....	6
CRS CENTER ADMINISTRATIVE STRUCTURE.....	7
ADMINISTRATIVE CHANGES.....	8
CONTRIBUTIONS TO TEACHING (25%)	9
Facility Management Certificate.....	9
Facility Management Industry Advisory Council Scholarships	9
Facility Management Book Donation	10
COSC 670: Introduction to Facility Management.....	10
Facility Management Internships.....	10
Halliburton Visit	10
Faculty Participation.....	11
International Facility Management Association (IFMA-Houston Chapter) Scholarships	12
Research Funded by AIA Large Firm Roundtable	12
Educational Facility Working Group	13
Faculty Teaching	13
CONTRIBUTIONS TO KNOWLEDGE GENERATION (25%)	14
TIBS Listserv.....	14
Archives Activities.....	14
CRS Center Digital Library and Archives Project.....	14
CRS Archives Scholar Program.....	15
2005 Archive Scholar Update.....	16
CRS Center PhD Scholar Program	16
King Memorial Student Research Endowment	17
ARCC King Student Research Medal.....	17
Caudill Research Fellowship.....	17
Caudill Research Fellowship Past Recipients.....	18
Caudill One-Year Research Grant	19
Publications	19
Presentations.....	19
Visiting Scholars.....	19
CEFPI Conference	20
1st Architectural Programming Roundtable Meeting.....	20
CONTRIBUTIONS TO SERVICE/OUTREACH (25%)	21
The Rowlett Distinguished Firm Lecture Series	21
Emerging Student Leader Award	22
CRS Center Newsletter	22
Solar Decathlon Donation	23
CONTRIBUTIONS TO FACULTY DEVELOPMENT (25%)	24
CRS Center Fellows Program.....	24
CRS Center Faculty Fellows	24
Faculty Fellow Allowance	25
Presentations.....	25

Publications	27
Peer-Reviewed.....	27
Non-refereed	27
Published (Juried)	28
Student Support	29
2008 CRS CENTER GOALS AND PRIORITIES	30
1 Development (GOAL: Faculty/Student Development).....	30
2 Faculty/Student Development (GOAL: Faculty/Student Development)	30
3 Research: Projects (GOAL: Research)	31
4 Research: CRS Digital Archives Project (GOAL: Research)	31
5 Teaching: Student Education Enrichment (GOALS: Teaching & Service/Outreach)	31
6 Management and Administration (Support All Goals)	32
7 Encourage the Use of the CRS Archives (GOAL: Service/Outreach)	32
8 Teaching: FM Certificate Program (GOAL: Teaching)	32
9 Faculty/Student/Staff Diversity (GOAL: Service/Outreach)	32
APPENDIX A: 2007 CRS ARCHIVES REQUESTS.....	33
APPENDIX B: JOHN MILES ROWLETT LECTURE SERIES	36

A TIB BY BILL CAUDILL – IN REMEMBRANCE OF TOM BULLOCK

TIB

CRS Team - Bullock

22 July 1974 WWC

Like just about everything else, CRS operates on energy. This energy activates talent which causes people to think and act to bring in jobs. To get jobs out.

The look back into CRS history shows that generally there is a time lag between heavy energy input and optimum productivity. It seems we need to have a backlog of IMPOUNDED ENERGY before we really get going as a total group. There are always individuals moving many times faster than the mass of the firm. But it takes impounded energy to move the mass of CRS.

This characteristic of CRS is important. It can fool us. It has. At least three times we've peaked out on impounded energy. In fact, that's the only way we can peak, on impounded energy. When we peak out, we use up the supply. It's like using up our backlog.

THE KEY TO SUCCESSFUL CRS OPERATION IS TO CREATE IMPOUNDED ENERGY.

When Tom Bullock came back as President, we had peaked out and our IMPOUNDED ENERGY was at a low mark. He's done a miraculous job. Unquestionably he is one of the nation's top architectural leaders. He's reorganized us. Made us look at ourselves in the context of total CRS. Started a new movement and momentum. That's impressive enough. But what we don't see (it's there, though; it's just as real as the new organization charts) is this:

Tom Bullock has helped to energize CRS so that we shall have enough IMPOUNDED ENERGY to reach higher peaks than ever before in CRS history. He is the first to admit he has had a lot of help. But he helped us to help ourselves.

Tom, those of us who work closely with you are grateful that you are on the CRS team and are helping us build our reservoir of IMPOUNDED ENERGY.



Tom Bullock, Founder of CRS

A TIB BY BILL CAUDILL – IN REMEMBRANCE OF HERB PASEUR

TIB

CRS Team - Esprit de Corps

14 January 1969

WWC

The Oklahoma City office was a most successful farm club. We not only produced topflight people like Don Wines, Phil Williams, Ralph Carroll, Dick Goodman, but also developed some personnel techniques worth keeping in these changing times.

There was an excellent relationship between the Bryan office and the Oklahoma City office. Tom Bullock and John Rowlett saw to that.

Tom was particularly interested in seeing that "no man was lost." Time and time again when I would visit the Oklahoma Office, he would take me aside before I visited the drafting room and would draw me a diagram of every table with each occupant's name. He knew I had a poor memory, but he insisted that I call the people by name. On this same card he would also put the names of their wives with special comments.

Every so often he would make a star by the name and say something like this, "Bill, this man has great potential. Treat him nice"; or "He just received his license, congratulate him"; or "His father died last week. Tell him you're sorry to hear the bad news." Bullock knew how to keep the esprit de corps high on a very personal basis. We miss this today. Yet it still can be done. Every associate has the same opportunity Bullock had.

I shall never forget one trip. Tom had my diagram prepared. One desk was marked with an extra large star. Tom said, "Bill, say something nice to this guy. He has great design talent, but even better, he has a wonderful attitude. Every time I feel terribly low, I go look in the drafting room. This guy looks up and smiles and I feel good all over. Bill, he combines talent with tremendous energy, so give him an unusual amount of attention on this trip."

That was the first time I met Herb Paseur, who was made a partner six years later and was running the firm four years after that.



Herb Paseur, Founder of CRS

MISSION

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

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

In order to achieve this mission, the Center has established four long-term goals.

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

GOAL 2: To transfer this knowledge to people and organizations in order to create positive change in the industry.

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

GOAL 4: To provide programs and resources that contribute to faculty development.

In order to achieve these goals, our overall strategy is to help develop the CRS Center into a resource that will become a more integral part of the College and generally more visible and relevant for the design and construction industry. It seems self-evident that the growth (in size and relevance) of the Center cannot be accomplished without the active participation of others. Therefore, our approach has been to identify and develop areas in research, teaching and service for which there appears to be a high potential for an overlapping interest of sponsors (internal or external), faculty and students. As much as possible, we seek to reach out in meaningful ways to organizations and individuals who share our goals so that we may have a larger impact in whatever we try to accomplish.

CRS CENTER BACKGROUND

The CRS Center was established as a university center at Texas A&M in 1991 by the architectural/engineering/construction firm CRSS Inc. and Texas A&M University to focus on issues of leadership and management in the design and construction industry. At the same time, CRSS endowed the Wallie E. Scott and William M. Peña Professorships and the Thomas A. Bullock Chair. Professor John Only Greer, FAIA, holds the Wallie E. Scott Professorship, and the William M. Peña Professorship is now held by Professor Mardelle Shepley. The Thomas A. Bullock Chair is held by Professor Robert Johnson, CRS Center Director.

Funding for the CRS Center is derived from several sources:

1. Income from the Thomas A. Bullock Endowed Chair; 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 made possible through a grant by the Texas Architectural Foundation (TAF), the founders of CRS of Houston, Texas, and Mrs. Virginia Rowlett. In 2007, the endowment was moved from TAF to the Texas A&M University Foundation.
4. The Jonathan King Student Research Award, awarded from income made available from the King Memorial Student Research Endowment.
5. Funding from 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.

CRS CENTER ADMINISTRATIVE STRUCTURE

The Center is administered by Director Dr. Robert E. Johnson, AIA, D. Arch., who is assisted by an internal advisory Board of Directors consisting of Dr. Mark Clayton, Interim Head, Department of Architecture; John Only Greer, FAIA, Wallie E. Scott Professorship; Dr. Joe Horlen, Head, Department of Construction Science; Dr. Sarel Lavy, Assistant Professor, Department of Construction Science and Associate Director, CRS Center; Tom McKittrick, FAIA, Representative of the Founders of CRS; J. Thomas Regan, Dean, College of Architecture and Dr. Mardelle Shepley, William M. Peña Professorship and Director, Center for Health Systems & Design. Board meetings are held three times per year at the start of each semester (spring, summer, and 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, and PhD students as well as several workspaces primarily used by the CRS Center student workers. The CRS Archives, also located in this space, consist of the slides, photographs, video, audiotapes, articles, and business and personal records of the firm. To our knowledge, the CRS Center Archives 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.

ADMINISTRATIVE CHANGES

In September 2007, Dr. Robert Johnson, Director of the CRS Center, announced his intention to step down as Director, and a search will be conducted to find his replacement. Johnson will step down at the end of May 2008.

In 2007, Dr. Sarel Lavy continued serving as Associate Director for the second year of a three-year term.

CONTRIBUTIONS TO TEACHING (25%)

Facility Management Certificate

This past year was the seventh year of operation for the Facility Management Certificate. The members of the Facility Management Certificate Council are Dr. David Bilbo, Dr. David Claridge, Dr. Robert Johnson (chair), Dr. Jeff Haberl, Dr. Sarel Lavy, Dr. Atef Sharkawy, Ward Wells and Dr. Paul Woods.

The following summarizes FM achievements for 2007:

1. Number of FM Certificates awarded in 2007: 1 in spring, 1 in summer and 1 in fall
2. Total number of FM Certificates awarded: 40 as of December 14, 2007.
3. Student FM chapter was initiated in fall 2000 – Membership currently at 18. The students pay their membership fees with help from the Facility Management Industry Advisory Council (FMIAC).
4. The 7th annual Fall FMIAC meeting was held on Nov. 8, 2007. There were 40 attendees, including 14 from the industry.
5. Norm Erlandson continued as President in 2007 of the FMIAC. Joe Denton served as Vice President and he has agreed to serve in the position of President for 2008.
6. FMIAC 2007 membership dues collected: \$3,650.00
7. Enrollment in the required course, COSC 670, Introduction to Facility Management, was as follows: 16 students in spring 2007. Dr. Sarel Lavy teaches this course. It is offered in the spring semester each year.

Facility Management Industry Advisory Council Scholarships

Norm Erlandson, President of the FMIAC presented three (\$1,000) FMIAC scholarship awards to Rhucha Gujarathi, Nataraj Ashok Jayaraman and Vishnu Jhaveri for the 2007-2008 academic year. These awards were presented at the annual spring 2007 Department of Construction Science Awards Ceremony. There were 16 applicants for the 2007-2008 scholarship.



Pictured above: (First row: Nataraj Ashok Jayaraman, Rhucha Gujarathi, Norm Erlandson, and Vishnu Jhaveri.) (Second row: Dr. Charles Graham, Executive Associate Dean, College of Architecture and J. Thomas Regan, Dean, College of Architecture.)

Facility Management Book Donation

In April 2007, John Garcia of 3DI/Parsons purchased and donated the book *Housing Association Property Management* on CD-ROM to the CRS Center for use by the faculty and students in the College of Architecture.

COSC 670: Introduction to Facility Management

Students in Sarel Lavy's spring 2007 COSC 670 class (pictured below) participated in a project that focused on different aspects of Facility Management in six buildings (located on the TAMU campus) selected by the Office of Vice President for Facilities at Texas A&M University. Presentations were given on Wednesday, April 25, 2007 to Mr. Charles Sippial, Sr., Vice President for Facilities at TAMU, industry professionals, faculty and students.



Facility Management Internships

In the summer of 2007, the following students participated in internships relating to Facility Management:

1. Vishnu Jhaveri worked for Boxer Property Management Corporation in Ft. Worth, TX.
2. Kushagra Dabade worked for Parsons in San Antonio, TX.
3. Rhucha Gujarathi worked for Weston Solutions in San Antonio, TX.
4. Isilay Civan was hired by HOK Advance Strategies in Dallas, TX.

Halliburton Visit

On February 27, 2007, Joe Denton of Halliburton visited the CRS Center and interviewed students interested in Facility Management for possible internship opportunities. Halliburton had an internship program in the past. Joe Denton is looking to start up a new program for student interns.



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:

Dr. Mark Clayton	Interim Head, Department of Architecture
John Only Greer	Wallie E. Scott Professorship
Dr. Joe Horlen	Head, Department of Construction Science
J. Thomas Regan	Dean, College of Architecture
Dr. Mardelle Shepley	William M. Peña Professorship

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

- Dr. Robert Johnson (chair) – Bullock Endowed Chair, Professor of Architecture and Director, CRS Center
- Dr. David Bilbo – Clark Endowed Professor of Construction Science
- Dr. Jeff Haberl – Professor of Architecture, Associate Director of Energy Systems Laboratory
- Ward Wells – Professor of Architecture, Director of the Academy of Visual & Performing Arts
- Dr. Paul Woods – Associate Professor of Construction Science

Joined Certificate Council in 2007:

- Dr. Sarel Lavy, Assistant Professor of Construction Science and Associate Director of the CRS Center
- Dr. David Claridge, Professor of Mechanical Engineering and Director of Energy Systems Laboratory
- Dr. Atef Sharkawy, Professor and Master of Science in Land Development Program Coordinator, Department of Landscape Architecture and Urban Planning

Faculty who are listed as participating in the Facility Management program include:

- Dr. Liliana Beltran – Assistant Professor of Architecture
- Dr. David Blackwell – Professor of Finance and Associate Dean for Graduate Programs
- Dr. Richard Burt – Associate Professor of Construction Science
- Dr. Victoria Buenger – Clinical Associate Professor of Management
- Dr. Cecilia Giusti – Assistant Professor of Landscape Architecture and Urban Planning
- Dr. Yilmaz Hatipkarasulu – Assistant Professor of Construction Science
- Dr. Jerry Jackson – Associate Professor of Construction Science
- Dr. Brad Kirkman – Associate Professor of Management

Dr. Chanam Lee – Assistant Professor of Landscape Architecture and Urban Planning
Dr. D. Scott Lee – Associate Professor of Finance
Dr. Anne McGowan-Schooler – Senior Lecturer of Construction Science
Dr. Russ Peterson – Assistant Professor of Construction Science
Dr. Andrew Seidel – Professor of Architecture and Landscape Architecture and Urban Planning
Dr. Jim Smith – Professor of Construction Science
Dr. L. Murphy Smith – Professor of Accounting
Dr. Krishnappa Subbarao – Associate Professor of Mechanical Engineering
Dr. Ben Welch – Senior Lecturer of Management and Director, Center for Executive Development
David G. Woodcock – Professor of Architecture

International Facility Management Association (IFMA-Houston Chapter) Scholarships

Two Construction Science graduate students, Vishnu Jhaveri and Kushagra Dabade, were presented scholarships by the IFMA Foundation-Houston Chapter at IFMA's World Workplace Conference on October 24-26, 2007 in New Orleans, Louisiana. Kushagra received the Information Technology Council Scholarship for \$1,500 and Vishnu received the Doug Underwood Scholarship for \$1,500.



Pictured above with representatives from the IFMA Foundation – Houston Chapter are scholarship recipients Kushagra Dabade (left) and Vishnu Jhaveri (right)

Research Funded by AIA Large Firm Roundtable

In 2007 the CRS Center hosted weekly research meetings to discuss an externally funded research project named "Downstream of Design: Life Span Costs and Benefits of Building Information Modeling," which was funded by the AIA Large Firm Roundtable. CRS Center faculty fellows were also involved in research. The PI on this project was Mark Clayton and the Co-PIs were Robert Johnson and Jorge Vanegas. Results of the project will be presented at the 2008 AIA Convention in Boston by graduate students Ozan Ozener and Carlos Nome.

Educational Facility Working Group

During 2007 the CRS Center hosted the Educational Facilities Working Group. This working group consisted of faculty from the College of Education (Professors Virginia Collier and Lynn Burlbaw), faculty from the College of Architecture (Professors Robert Johnson and Sarel Lavy), and Ph.D students from the College of Education and the College of Architecture.

Faculty Teaching

CRS Center faculty actively participates in the various teaching programs of the College. A list of regularly scheduled teaching activities of faculty affiliated with the Center included:

Spring 2007

ARCH 451	3 cr	Strategies in Architecture Management	Robert E. Johnson
ARCH 457	3 cr	Ethics and Professional Practice	John O. Greer
ARCH 657	3 cr	Professional Practice	John O. Greer
ARCH 652	3 cr	Emerging Methods of Architectural Management	Robert E. Johnson
COSC 275	4 cr	Estimating I	Sarel Lavy
COSC 670	3 cr	Facilities Management	Sarel Lavy

Fall 2007

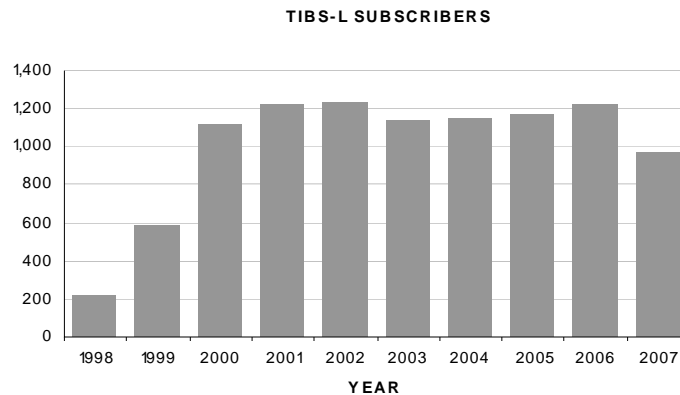
ARCH 457	3 cr	Ethics and Professional Practice	John O. Greer
ARCH 605	6 cr	Architectural Design I	Robert E. Johnson
ARCH 605	6 cr	Architectural Design I	Mardelle M. Shepley
ARCH 657	3 cr	Advanced Professional Practice and Ethics	John O. Greer
COSC 602	3 cr	Construction Estimating	Sarel Lavy

CONTRIBUTIONS TO KNOWLEDGE GENERATION (25%)

TIBS Listserv

In October 1998, the CRS Center initiated an e-mail listserv to promote the Caudill TIBS. The goals of this activity were to make use of the archives in service to the profession and to increase the visibility of the CRS Center. In addition to spreading the word about Bill Caudill's TIBS, the listserv is also an excellent way to advertise other Center activities.

During this past calendar year the number of TIBS listserv subscribers has continued at just under 1,000. 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.



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 2007). 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 continued full-force in 2003 and in 2004. To date we have exceeded our expectations and have digitized all EFL documents. In 2005 we began to focus our efforts on digitizing the "People" documents. By the end of 2007, about 50% of all catalogued "People" documents were scanned, reviewed and entered into the archive database.

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 format. 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	Item Types	Est. Total Items	Items Complete	% Complete
Article	Publication	1107	15	1.4%
Audio	Tapes	143	143	100.0%
EFL	Publication	267	267	100.0%
Oral History	Transcripts	69	69	100.0%
People	Files	5000	2388	47.8%
Photographs	Image	NA	NA	NA
Program	Document	948	15	1.6%
Publication	Publication	383	3	0.8%
Record	Document	5434	5434	100.0%
Slide	Image	45184	1248	2.8%
TIB	Transcripts	3960	3960	100.0%
Video	Video	36	36	100.0%
Total		62531	13578	21.7%

*copyright constraints may apply

CRS Archives Scholar Program

Goal

To encourage scholars to make use of the CRS Archives and to support the publication of their scholarship.

Background

The CRS Archives Scholar Program was initiated in 1997 to encourage scholars of architectural and business history to make use of the business archives, slide archives, publications and architectural program library of the architectural/engineering/construction firm CRS and its successor, CRSS Inc. The award is intended to help offset living and travel expenses incurred in visiting the CRS Center, as well as other expenses related to the support of research, scholarship and publication that makes use of the archives.

Any faculty member, graduate student, doctoral student or post-doctoral student in architecture, engineering, business or a related discipline is eligible for this award. Successful applicants are assigned a workspace in the CRS Center and are classified as a visiting scholar for the duration of their stay at the Center.

Each year, the CRS Center Board of Directors evaluates the merits of all submitted proposals. If no proposals are deemed acceptable, the Board reserves the right to not make any award. Selections are generally announced by February 1.

2005 Archives Scholars

Despite nationwide publicity efforts to encourage scholars to apply for this award, no new proposals were accepted for 2004, 2006 and 2007.

Summary of CRS Archives Scholars and Results to Date

Summary of Archives Scholars

- 1996, Dr. Hashim Sarkis, Adjunct Assistant Professor, Harvard University
- 1997, Robert Young, Assistant Professor of Architecture, University of Utah
- 1997, Brian Schermer, PhD Student in Architecture, University of Michigan
- 1998, Kent Spreckelmeyer, Professor of Architecture, University of Kansas
- 1998, Dr. Paolo Tombesi, Assistant Professor of Architecture, University of Melbourne
- 1999, No Award
- 2000, Lan-Ying Ip, Graduate Student, Harvard Graduate School of Design
- 2001, Duk-Su Kim, PhD Student in Architecture, Texas A&M University
- 2001, Linda Cain Ruth, Assistant Professor, Auburn University
- 2002, Dr. John Russell Groves, Jr., University of Kentucky
- 2003, Dr. John Russell Groves, Jr., University of Kentucky
- 2005, Avigail Sachs, PhD Student in Architecture, University of California at Berkeley

2005 Archive Scholar Update

In April 2007, Ms. Avigail Sachs attended the Society of Architectural Historians conference and presented her paper on CRS. It was very well received, and several people commented on the importance of the case study and the material she brought to the conference. Avigail expressed her thanks to the CRS Center for the CRS Scholar Award. She said it helped with the success of her first major conference paper.

In June 2007, Ms. Sachs notified the CRS Center that she received confirmation that the session she took part in at the Society of Architectural Historians conference will be published in the Journal of Architecture in 2008.

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 (who now works for HOK Advance Strategies in Houston, Texas) as the CRS Center PhD Scholar in 2005. Carlos has continued as the PhD Scholar for the CRS Center in 2006 and 2007.

King Memorial Student Research Endowment

In 2007, the eighth annual award of the King Memorial Student Research Endowment (\$1,000) was made to Zhe Wang, a master's student in the Department of Architecture, (pictured below with Professor Robert Johnson, Director of the CRS Center and Tom Regan, Dean, College of Architecture) at the spring 2007 Department of Architecture Awards Ceremony. There were 10 applicants for the 2007-2008 scholarship.



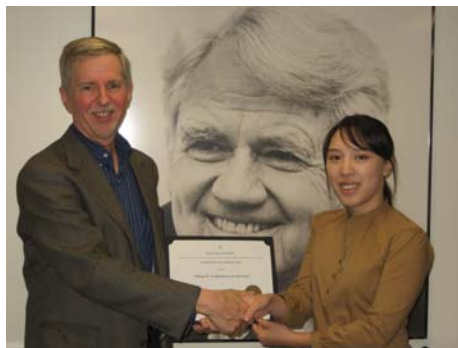
ARCC King Student Research Medal

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.

Seongchan Kim, a PhD student in Architecture, was awarded the 2007 ARCC King Student Research Medal for her PhD Dissertation: "An Analysis of International Energy Conservation Code (IECC)-Compliant Single-Family Residential Energy Use."

Caudill Research Fellowship

Ms. HyoJin Kim, a PhD student in the Department of Architecture (pictured below with Professor Robert Johnson, Director of the CRS Center), was awarded the Caudill Research Fellowship for the 2007-2008 academic year. The award was presented at the spring 2007 Department of Architecture Awards Ceremony.



Caudill Research Fellowship Past Recipients

Year	Recipient	Amount
2007-2008	Hyojin Kim	\$12,000
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
	Total Awarded	\$326,000

Caudill One-Year Research Grant

Ms. Christine Liu in the Department of Architecture (pictured below) was awarded the Caudill One-Year Research Grant for the 2007-2008 academic year in the amount of \$12,000. The award was presented at the spring 2007 Department of Architecture Awards Ceremony.



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.

CRS Oral History (The CRS Team and the Business of Architecture)

The CRS Oral History was published by TAMU Press in October 2002. As of December 2004, Texas A&M University Press had sold approximately 546 books. Texas A&M University Press has approximately 454 copies remaining.

Presentations

Johnson, R. "Caudill Rowlett Scott: Brazos Valley's Firm of the Century" presented to the Brazos Heritage Society, Bryan, TX, April 23, 2007.

Visiting Scholars

In 2007, the CRS Center provided office space and a computer to use while doing research to two visiting scholars, Dr. Songhyun Choi from Korea and Mr. Wei Zhang, a PhD candidate at Tsinghua University in Beijing, China. Wei Zhang visited for six months while doing research in the CRS archives on architectural programming.

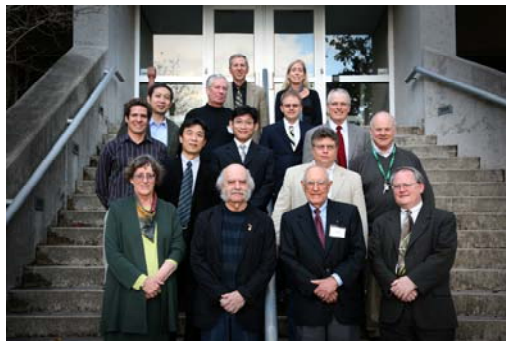
CEFPI Conference

In March, members of the Educational Facility Working Group attended the 2007 CEFPI Council for Educational Facility Planners Southern Region Conference in San Antonio, Texas (see pictures below). Dr. Sarel Lavy, Associate Director of the CRS Center attended this conference. Participants had the opportunity to share their experiences, challenges and fresh approaches relating to educational facilities with fellow professionals.



1st Architectural Programming Roundtable Meeting

On December 7, 2007, the CRS Center and the Center for Health Systems & Design co-hosted the 1st International Architectural Programming Roundtable Meeting (see pictures below). Attendees included: Edith Cherry, Mark Clayton, Jianqun Hou, Bob Johnson, Kevin Kelly, Eberhard Laepple, Sarel Lavy, George Mann, Kurt Neubek, Carlos Nome, Steven Parshall, William Peña, Wolfgang Preiser, Henry Sanoff, Mardelle Shepley, Weimin Zhuang and Wei Zhang.



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.

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.

2007 Program – GENSLER: The Power of Design

The half-day conference began at 12:45 pm on Friday, February 9 at the Presidential Conference Center. The program featured a number of distinguished GENSLER principals and directors who gave presentations in three panels discussing GENSLER'S power of design.

The lecture began with Art Gensler, FAIA, Chairman of the Board, describing how GENSLER went from a small three-person interior design practice to a leading worldwide architecture, planning and design firm. Next, the Power of Design described the methodology and culture that makes GENSLER unique. Then, Charting a New Course described how GENSLER manages growth and remains true to its distinct culture. Finally, Building Great Relationships described how helping clients adapt over time to changes in their organizational growth and workplace culture has resulted in decades long relationships with firms like The Gap and BP.

The series is funded by income from the endowed John Miles Rowlett Lecture Series at the Texas Architectural Foundation. TAF funded \$7,000.00 this year, and additional funding in the amount of \$1,400.00 came from the Texas A&M University System Facilities Planning and Construction Department.

An estimated 310 students, faculty and professionals attended this year's lecture.

Emerging Student Leader Award

On February 9, 2007, Mariano Ortiz, a graduate student in the College of Architecture, was the recipient of the first emerging student leader award at this year's Rowlett Distinguished Firm Lecture presented by GENSLER. Dr. Guillermo Vasquez, Professor and Executive Associate Dean of the College of Architecture, nominated Mariano for this award.

This prestigious award is presented to one student who is enrolled in any program in the College of Architecture. It consists of a special one-semester internship with a job description defined in collaboration between the student and the Rowlett Distinguished Firm. The award will continue each year as a feature of the Rowlett Distinguished Firm Lectures.



(Pictured from left to right: J. Thomas Regan, Dean, College of Architecture; Mariano Ortiz, a Masters student in the Department of Architecture, and employees of GENSLER, Jim Furr, FAIA; Judy Pesek, IIDA; and David Calkins, AIA.)

CRS Center Newsletter

The Spring 2007 CRS Center newsletter Probe was published and distributed.

GENSLER team discusses firm's evolution, philosophy

Student worker provides insider's view of CRS Center's value

Firm's story appeals to freshman ENDS student

CRS Center scholarships fund student endeavors

From the director

Students win IFMA Foundation scholarships

Argentinian student earns Rowlett Lecture's inaugural Emerging Student Leader Award

Mark Your Calendar

Lavy tapped as associate directorship of CRS Center

IN MEMORIAM

Solar Decathlon Donation

In the fall of 2007, the CRS Center donated \$80,000 from the Bullock account to a student group (pictured below) in the College of Architecture to assist them with preparation for the Solar Decathlon student competition organized by the U.S. Department of Energy, which invites 20 universities to design, build, and operate the most attractive and energy-efficient solar-powered homes in the world.



CONTRIBUTIONS TO FACULTY DEVELOPMENT (25%)

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 2006-2009

Professor, Clark Endowed Professorship, Department of Construction Science

Bruce Bockhorn, 2007-2010

Adjunct Professor – Department of Architecture, Prairie View A&M University

John Bryant , 2007-2010

Associate Professor – Department of Construction Science

Mark Clayton , 2007-2010

Associate Professor – Department of Architecture

Chris Ellis, 2004-2007

Assistant Professor – Department of Landscape Architecture and Urban Planning

Jose Fernandez Solis, 2007-2010

Assistant Professor – Department of Construction Science

John Only Greer, 2005-2008

Professor, holder of the Wallie E. Scott Professorship in Architecture Practice and Management - Department of Architecture

Jeff Haberl, 2006-2009

Professor, Associate Director Energy Systems Laboratory – Department of Architecture

Joe Horlen, 2005-2008

Assistant Professor and Associate Department Head – Department of Construction Science

Julian Kang , 2007-2010

Assistant Professor – Department of Construction Science

Eberhard Laepple, 2007-2010
Consultant & Programmer, HOK Advance Strategies

Sarel Lavy, 2006-2009
Assistant Professor – Department of Construction Science and Associate Director, CRS Center

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

Andrew Seidel, 2007-2010
Professor – Department of Architecture and Department of Landscape Architecture and Urban Planning

James Smith, 2007-2010
Professor – Department of Construction Science

Ward Wells, 2007-2010
Professor, Department of Architecture, Director, Academy of Visual & Performing Arts

Paul Woods, 2006-2009
Associate Professor – Department of Construction Science

Faculty Fellow Allowance

Each academic year, the CRS Center provides up to \$1,000 per year of funding for Center Faculty Fellows. Fellows may apply for this funding at any time. In 2007, these Faculty Fellows requested funding from their allowance:

Mark Clayton- To assist one of his graduate students in attending teaching academy (Cranbrook 2007).

Julian Kang-To attend the Fiatch 2007 conference.

Sarel Lavy-To attend the IFMA Industry Forum conference and purchase books for research.

Jose Fernandez-Solis-To purchase books for research.

Presentations

Mark Clayton

"Replacing the 1950's Curriculum" presented at the Research on the Built & Virtual Environments, Global Symposia, College of Architecture, Texas A&M University, October 29, 2007.

Jose Fernandez-Solis

"The Built Environment as EcoSystem" presented at the Research on the Built & Virtual Environments, Global Symposia, College of Architecture, Texas A&M University, October 29, 2007 and presented at the International Symposium Towards the Formation of Theory for the Built Environment; University of Salford, United Kingdom, June 18-19, 2007.

Jeff Haberl

"An Analysis of Maximum Residential Energy Efficiency in Hot and Humid Climates" presented at the Research on the Built & Virtual Environments, Global Symposia, College of Architecture, Texas A&M University, October 29, 2007.

Culp, C., Haberl, J., Yazdani, B. & Gilman, D. (2007, January). *"Energy Code Driven Emissions Reductions."* ASHRAE Winter Meeting, Dallas, Texas.

Haberl, J., Culp, C. & Yazdani, B. (2006, September). *"Experiences Implementing a Statewide, Creditable (EERE) Emissions Program"* USEPA Air Innovations Conference, Denver, Colorado.

Joe Horlen

Texas Residential Warranties and Performance Standards, Texas Residential Construction Commission, Austin, Texas (April 2007).

Engineering Ethics, Building Professional Institute Construction Research Center University of Texas at Arlington, Arlington, Texas (May 2007).

Texas House Calls, 52 weekly radio public service announcements, Texas Residential Construction Commission, 2007.

Amendments to the Performance Standards and Warranties for Residential Construction in Texas, Texas Residential Construction Commission, 2007.

Texas Residential Construction Commission Annual Report, Texas Residential Construction Commission, 2007, Horlen, J. and Ellis, D.

Construction Skill Requirements as Defined by the Construction Industry for Undergraduates in Construction Science at Texas A&M University. Built Environment Education Conference (BEECON 2007), University of Westminster, London, England.

Julian Kang

Kang, J., Ahn, S., Nam, J. *"Configuration of Rock Transportation System Using Visual Simulation,"* presented at the Research on the Built & Virtual Environments, Global Symposia, College of Architecture, Texas A&M University, October 29, 2007 and presented at The 4th Civil Engineering Conference in the Asian Region, Taipei, Taiwan, June 25-28, 2007.

Kang, J., Chae, J. W., and Park, W. *"Estimation of Cargo Handling Capacity of a Floating Container Terminal using 3D Simulation."* 7th World Congress on Structural and Multidisciplinary Optimization, Seoul, Korea, 5/21-25, 2007

Kang, J., Naresh, K., & Sutton, T. (2007, July 31-August 2) *"RFID for Tool Trackin"*. CII Annual Conference, Orlando, Florida., 7/31-8/2, 2007

"Emerging Virtual Design and Construction Technology for Infrastructure Asset Management" 1st International Symposium on National Asset Management of Civil Infrastructure, Korean Society of Civil Engineers, at Center, Seoul, Korea, May 2007

Sarel Lavy

Lavy, S. & Shohet, I.M. (2007, September 6-7). *Integrated Healthcare Facility Management Model – A Case Study*. Proceedings of the Annual Construction and Building Research Conference 2007, Atlanta, GA.

Lavy, S. Choudhury, I. and Vail, T.R. (2007), *"The cost of structural terrorism mitigation in new public school construction in high risk areas, US"*, Proceedings of the 5th National Congress of the Israeli Society of Civil, Structural, and Infra-structural Engineers, Tel-Aviv, Israel, October 29-30, 2007.

Paul Woods

"Predicting Non-Workdays for Highway Projects in Brazos County, Texas From Historical Weather Records and Daily Project Work Reports" presented at the Research on the Built & Virtual Environments, Global Symposia, College of Architecture, Texas A&M University, October 29, 2007 and presented at the Associated Schools of Construction Annual Meeting 2007 Conference Proceedings, April 2007, Northern Arizona University, Flagstaff, Arizona.

Publications

Peer-Reviewed

Sarel Lavy

Lavy, S. and Shohet, I. M. (2007), *"Computer-aided healthcare facility management"*, ASCE Journal of Computing in Civil Engineering, 21(5), 363-372.

Lavy, S. and Shohet, I.M. (2007), *"A strategic integrated healthcare facility management model"*, International Journal of Strategic Property Management, 11(3), 125-142.

Lavy, S. and Shohet, I.M. (2007), *"On the effect of service life conditions on the maintenance costs of healthcare facilities"*, Construction Management and Economics, 25 (10), 1087-1098.

Paul Woods

Co-authored with Wei Jue, Michael Speed and Richard Burt (April 2007), *"Predicting Non-Workdays for Highway Projects in Brazos County, Texas From Historical Weather Records and Daily Project Work Reports"*.

Non-refereed

John Bryant

Furr, J. O'Neal, D., Bryant, J. Davis, M., Cramlet, A., *"Phase I Final Report: Comparison of the Total Energy Consumption of Series versus Parallel Fan Powered VAV Terminal Units,"* Submitted to Project Monitoring Subcommittee of ASHRAE Technical Committee 5.3, January, 2007.

Furr, J. O'Neal, D., Bryant, J. Davis, M., Cramlet, A., "Phase II Final Report: Comparison of the Total Energy Consumption of Series versus Parallel Fan Powered VAV Terminal Units," Submitted to Project Monitoring Subcommittee of ASHRAE Technical Committee 5.3, June 2007

Published (Juried)

Joe Horlen

Bilbo, D., Horlen, J. (November 2007), "Gender and Ethnic Diversity in the Construction Industry", American Professional Constructor, Volume 31; Number 2, pages 9-15.

Jose Fernandez-Solis

Fernandez-Solis, J. L., 2007, "*The Exponentialoids of Resource Consumption and Emissions Generation*," Proceedings, CIB World Building Congress 2007, Cape Town, South Africa (CIB-457), Proceedings

Fernandez-Solis, J. L., 2007, "*The Exponentialoids of Emissions Generation*," Proceedings, CIB World Building Congress 2007, Cape Town, South Africa, Proceedings CIB-458

Fernandez-Solis, J. L., 2007, "*The Forces Behind Exponentialoid Growth in Construction*," Proceedings, CIB World Building Congress 2007, Cape Town, South Africa, Proceedings CIB-459

Fernandez-Solis, J. L., 2007, "*Sustainability: The Force that Tames an Exponentialoid*," Proceedings, CIB World Building Congress 2007, Cape Town, South Africa, Proceedings CIB-460

Fernandez-Solis, J. L., 2007, "*Defining the Force that Tames an Exponentialoid*," Proceedings, CIB World Building Congress 2007, Cape Town, South Africa, Proceedings CIB-469

Fernandez-Solis, J. L., 2007, "*Systems Dynamics and Construction Complexities*," Proceedings, CIB World Building Congress 2007, Cape Town, South Africa, Proceedings CIB-472

Fernandez-Solis, J. L., 2007, "*The Systemic Nature of the Construction Industry*," Proceedings, CIB World Building Congress 2007, Cape Town, South Africa, Proceedings CIB-473

Fernandez-Solis, J. L., 2007, "*Philosophical Background for Creating a Worldview of the Construction Industry*," International Symposium, Towards the Formation of Theory for the Built Environment, University of Salford, UK 18-19 June (Theory 012), to be published in Building Research and Information Journal

Fernandez-Solis, J. L., 2007, "*Critique of Construction's Paradigm from Existing State of the Art Research*," International Symposium, Towards the Formation of Theory for the Built Environment, University of Salford, UK 18-19 June (Theory 013), to be published in Building Research and Information Journal

Fernandez-Solis, J. L., Palmer, K., L., and Ferris, T., 2007, "*A Highly Theoretical Schema Towards a New Paradigm in the Construction Industry*" International Symposium, Towards the Formation of Theory for the Built Environment, University of Salford, UK 18-19 June (Theory 014) , to be published in Building Research and Information Journal

Fernandez-Solis, J. L., (in submission), 2007, "*Analysis of the Forces behind the Exponentialoid Growth in Construction,*" COBRA/RICS-2007 Conference, Georgia Institute of Technology, Atlanta, GA 6-7 September.

Fernandez-Solis, J. L., (in submission), 2007, "*Definition of Natural and Artificial Sustainability as the Forces that tame an Exponentialoid,*" COBRA/RICS-2007 Conference, Georgia Institute of Technology, Atlanta, GA 6-7 September.

Fernandez-Solis, J. L., (in submission), 2007, "*The Forces behind Construction Growth and Sustainability,*" Texas Society of Architects -2007 Convention, Austin, TX, 20 October, Proceedings.

Paul Woods

Woods, P., Lee, J.S., Jung, J., Joshi, S., Jo, G. & Chaugule, A. (2007, September). *Can the lowly stop-valve sink your best water conservation efforts?* Schools of Construction Region V Meeting 2007 Conference Proceeding, Dallas, TX.

Student Support

During 2007 the CRS Center continued its tradition of supporting students through work at the CRS Center. In the spring of 2007, graduate student Carlos Nome continued work on the Digital Archive Project with student workers, Nema Jhurry, Raechel Schneider and Steven Broussard. In May 2007, Steven graduated and Kade Broussard was hired. The Center employs two to three student workers throughout the year to provide continuous work on the Digital Archive Project.

2008 CRS CENTER GOALS AND PRIORITIES

GOALS AND MEASURABLE OBJECTIVES FOR 2008

MISSION STATEMENT

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

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 2008

OBJECTIVE

1 **Development (GOAL: Faculty/Student Development)**

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

Measurable Objective 2: Publish two high-quality newsletters in 2008; distribute them nationally.

2 **Faculty/Student Development (GOAL: Faculty/Student Development)**

Measurable Objective 1: Increase faculty and professional fellows to 17.

Measurable Objective 2: Award the King Scholarship.

Measurable Objective 3: Award Facility Management Scholarships.

Measurable Objective 4: Award the revised Caudill Fellowship.

3 Research: Projects (GOAL: Research)

Measurable Objective 1: Write at least one research proposal, preferably with the participation of one or more faculty fellows.

Measurable Objective 2: (Lavy), Continue work on: "Determining current practice in the use of the guidelines for new construction vs. renovation criteria and how the guidelines might be improved in renovation of existing hospitals and healthcare facilities." The purpose of this project is to study the language used by US state agencies in terms of defining renovation vs. new construction projects in healthcare facilities. The research question is, actually, where the line between new construction and renovation is drawn. This project is funded by the Facilities Guidelines Institute (FGI) at the AIA Healthcare Guidelines Revision Committee. The study was conducted in collaboration with Professor George Mann and Professor Kirk Hamilton as PI's.

Measurable Objective 3: (Lavy), Begin a new project: "Implementing performance indicators to measure maintenance management – a pilot study." The purpose of this project will be to develop a set of performance indicators that will allow New Mexico Public School Facilities Authority (PSFA) to allocate its maintenance resources based on objective measurements. This project is at a level of a pilot study and conducted in collaboration with Parsons-3D/I. The results of the pilot will be presented to New Mexico PSFA in March 2008 for discussion.

Measurable Objective 4: (Lavy), Research development through discussions with BJC Healthcare, St. Louis, MO, on possible collaboration in research projects on construction and facility management in the healthcare sector.

4 Research: CRS Digital Archives Project (GOAL: Research)

Measurable Objective 1: Continue the monitoring and maintenance of the TIBS-L listserv. Consider advertising to increase subscribers.

Measurable Objective 2: By Nov 2007, about 50% 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 2008. Currently three student workers are engaged in this project.

Measurable Objective 3: Develop further a measure of the use of the database. See Google Analysis "Dashboard" in the January 2008 BOD meeting notes.

Measurable Objective 4: Revise the CRS Center web site to make it more user friendly and flexible. We are considering the use of Google as a search engine.

5 Teaching: Student Education Enrichment (GOALS: Teaching & Service/Outreach)

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

Measurable Objective 4: Decide on and obtain agreement for Rowlett 2009 presenters.

6 Management and Administration (Support All Goals)

Measurable Objective 1: Search for a replacement for the Director of the CRS Center.

Measurable Objective 2: Continue to provide funding for one graduate student to assist with the development of the digital archive and other projects.

7 Encourage the Use of the CRS Archives (GOAL: Service/Outreach)

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 Archive Scholar.

8 Teaching: FM Certificate Program (GOAL: Teaching)

Measurable Objective: Continue to develop the FM certificate program. Explore the possibility of an undergraduate minor in Facility Management.

Measurable Objective: Place at least four students as interns or in permanent positions in Facility Management. The strategy for doing this will continue with a "networking" strategy with two thrusts: 1) network with those firms that offer facility management services, would consider hiring a student intern, and who already have connections with a department in the College; 2) network with other firms as can be identified who would consider hiring a student intern. Networking would involve inviting firm representatives to speak to the student chapter and visiting with prospective firms.

9 Faculty/Student/Staff Diversity (GOAL: Service/Outreach)

Measurable Objective: Work with Professor Bruce Bockhorn, CRS Center faculty fellow at Prairie View A&M, to encourage faculty and student attendance at the Rowlett Lecture.

APPENDIX A: 2007 CRS ARCHIVES REQUESTS

Name	Material Requested
The Educational Facility Working Group	4000.1301 Take a Good Look at Your Schools (1950) Copies distributed to the Educational Facility Working Group consisting of: Lee Burch, Lynn Burlbaw, Carlos Nome, Virginia Collier, Brandon Core, Deanna Lovesmith, Elicia Krumnow, Scot Kelley, Kris Mitzner, Anissa Myers, Anthony Rolle and David Woodcock.
Virginia Collier <i>Texas A&M University & the Educational Facility Working Group</i>	4000.1301 Take a Good Look at Your Schools (1950) Copies distributed to Irene Naglioni, Jim Brady, Scott Milder and Barb von der Hyedt. They are all architects except Jim Brady.
Virginia Collier <i>Texas A&M University & the Educational Facility Working Group</i>	4000.1401 Space for Teaching (1941) Copies distributed to the Educational Facility Working Group consisting of: Lee Burch, Lynn Burlbaw, Carlos Nome, Virginia Collier, Brandon Core, Sarel Lavy, Deanna Lovesmith, Elicia Krumnow, Scot Kelley, Kris Mitzner, Anissa Myers, Anthony Rolle and David Woodcock.
The Educational Facility Working Group	6000.1328 New Schools for new Education (1961) Copies distributed to the Educational Facility Working Group consisting of: Lee Burch, Lynn Burlbaw, Carlos Nome, Virginia Collier, Brandon Core, Sarel Lavy, Deanna Lovesmith, Elicia Krumnow, Scot Kelley, Kris Mitzner, Anissa Myers, Anthony Rolle and David Woodcock.
Sudeep A. Bile <i>Graduate Student Department of Architecture College of Architecture</i>	430.832 Slides 1100 Milam Building & Garage 430.817 Slides 1100 Milam Building & Garage
Carmen Delgado <i>Graduate Student Department of Architecture College of Architecture</i>	18.0018 Albuquerque Public Schools Master Plan 64.0065 Brea Olinda High School 132.1000 Titume Secondary School 430.4530 St. John's School K-6/Library
Avigail Sachs <i>PhD Candidate UC Berkeley</i>	ARCH ARCH Reports, CRS Policy Manual & other bound material 4000.0401 CRS Publications box 4 4000.0601 & 4000.0701 Marketing brochures box 6 & 7
Michael Murphy <i>Associate Professor Dept. of Land. Arch. & Urban Planning College of Architecture</i>	Design Teams and Leadership, CRS Center Research Series, vol. 4
Tom Regan <i>Dean, College of Architecture & Kirk Hamilton, Associate Professor, Dept. of Architecture, Texas A&M University.</i>	9000.0028 See It Now (Edward Murrow with Caudill) (1955)

<p>James Spencer Associate Gerdes Henrichson & Associates</p>	<p>289.0596 Project Management Information Systems Booklet CRS Office Procedures Manual 1975-1980 CRS Corporate Policies 1984-1986</p>
<p>Alexandra Kenig Associate AIA Pelli Clarke Pelli Architects New Haven, CT</p>	<p>Duke University Programs: 274.0090 , 274.0120, 274.0000, 274.0170, 274.0140 Article: 3000.0349 Publication: 4000.1101 People File: 1850.0103 (file 22-24, 28) Slides: 288.0000, 288.1000, 288.2000, 288.3000, 288.4000, 288.5000, 288.6000, 288.7000, 288.8000, 288.9000 288.1100, 288.1200, 288.1300, 288.1400, 288.1500 288.1600 Programs: 637.7000, 637.1200</p>
<p>Richard B. Wright Professor Texas A&M International University</p>	<p><u>Record Files</u>: 2001.0410 (file #1-10) CRS Annual Corporation Meeting; 2001.0401 (file#22-24) July 18th Job Status Report (Wallie Scott 7/18/60); 2001.0315 (file #6) Operations Manual (Chapter 14) Caudill 1958; 2001.0306 (file #46) Report: Research Reports (memo) Caudill 5/6/54; 2001.0306, (file #49) Report: Status of a Design (memo) Caudill 5/6/54; 2001.0310, file #21-22 Contracts with Texas School Clients-CRS (memo) Bill Perry 7/14/60; <u>Publication Files</u>: 4000.0401 Investigation No. 9: The Primitive Quality in CRS by Rowlett; 4000.0401 Investigation No. 2: Air Conditioning of Schools, Caudill, Peña, Joe B. Thomas, June 1960; 4000.1401 Research Report 5: Relationship of Cost to the Geometry of a Building, Rowlett, Bullock (for American School and University, 1955-56) 4000.1401 Research Report 1: The Development of the Teaching Space Divider, Caudill, Bellomy, 1954-55. 4000.1401 Research Report 2: Spatial Approach to Planning the Physical Environment, Caudill, Bellomy, 1954-55; <u>Photo Files</u>: 7000.0705 Lamar Junior HS, Laredo 1953; 7000.0715 Blessed Sacrament Parochial School, Laredo, TX (negative of rendering); <u>Slide Files</u>: 520.10 Montrose Elem. School, Laredo, TX (2 sheets of slides) 520.3 Lamar Junior High School, Laredo; 520.16 New Elementary Schools (Retama Site) Alma, Laredo; <u>Publication File</u>: 4000.1401 Research Report 4: An Analysis of Two Multi-Purpose Corridor Types, Al Harris, Caudill (1955-56) EFL section: 6000.1411 Montrose Elem. School, Laredo, TX (1960) pdf; Publication Section: Dedication brochures (4000.0106) 4 Schools for Laredo; Research Architecture, Report no. 12 (Oct. 1954); <u>Record files</u>: Building for Learning (Caudill) 2001.0213 file #13 (n.d.) Design Quality, A Review of 1958-59 plus a Look into 1959-60 (Caudill) (2001.0311) file #37 8/15/59; Jobs Contacted for in 1950 (Caudill) 2001.0306 (file#17-22) 5/22/54; Elementary & High School Concepts (Peña) 2001.1712 file #93-95 (n.D.) Latest listing of Project Architects 2001.0407 Bullock (file #32) 7/23/59; <u>Article</u>: "Looking at the Inside" Texas Outlook September 1954 3000.0055 (by W. Peña) "Moving Air for Comfort, " by Crites and Caudill Catholic Building and Maintenance (September 1950) 3000.0009; Cutting Costs in Schoolhouse Construction (pamphlet based on Caudill M.S.) December 1952 3000.0036</p>

<p>Daniel Berger <i>Graduate Student</i> <i>College of Architecture</i> <i>Texas A&M University</i></p>	<p>7000.0103 Caudill House-Bryan 7000.0104 Caudill House-College Station 7000.0115 Murdoch House 7000.0116 Weick House</p>
<p>Susan Allen Kline <i>Historic Preservation Consultant</i> <i>Fort Worth, TX 76109</i></p>	<p>110.2000 Huston & Washington Elementary Schools ; 3000.0010 The Little Red School House Goes Modern; 3000.0020 Brick & Tile, Vol. 8 #11; 3000.0021 Schools of Tomorrow-Blackwell Proudly Pioneers; 3000.0025 Announcing Winners of the 1951 National Competition for Better School Design; 3000.0193 Tonkawa High School; 3000.0213 Stillwater's Plant for Teaching; 4000.0102 Blackwell Elementary Schools and Blackwell High School; 4000.0108 Huston Elementary School; 4000.0201 New School Buildings (Blackwell, OK); 4000.0207 Washington Elementary School 4000.1813 Research report #13 Design of Bettes Office Building Oklahoma City 1955; 7000.0109 Faulkner House, Blackwell, OK; 7000.0123 Huston Elementary, Blackwell, OK; 7000.0704 Boswell Senior High School, Saginaw, TX; 7000.0721 Junior High School for Perry, Oklahoma rendering</p>
<p>Jie Ao <i>Graduate Student</i> <i>Department of Architecture</i> <i>College of Architecture</i></p>	<p>799.1470 Eye specialist hospital in Riyadh</p>
<p>Bryan Waters <i>Graduate Student</i> <i>Department of Architecture</i> <i>College of Architecture</i></p>	<p>Computer File for final study</p>
<p>Hyung Jin Yoon <i>Graduate Student</i> <i>Department of Architecture</i> <i>College of Architecture</i></p>	<p>847.2000 Peninsula General Hospital Long Range Plan</p>
<p>Yumiko Miyajima <i>Graduate Student</i> <i>Department of Architecture</i> <i>College of Architecture</i></p>	<p>426.0010 Holland City Hospital 1025.4000 Culver's New Library, Schematic Design Program</p>
<p>Hidekazu Takahashi <i>Graduate Student</i> <i>Department of Architecture</i> <i>College of Architecture</i></p>	<p>279.2000 Site evaluation study: Michigan State University, Performing arts complex</p>
<p>Wei Zhang <i>Visiting Scholar</i> <i>Beijing, China</i></p>	<p>Used many archives in the CRS Center, for example: photos, people files and slides in reference to programming research. For example: The CRS Team and the Business of Architecture, CRSS stories, Problem seeking, Architecture by team, A Bucket of Oil, slides of Jones Hall and other colleges and universities designed by CRS and many other archive documents.</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
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