

School of Architecture and Urban Design

Architectural Management/Kansas City

Fall 2001

Editor: Michael Swann

Associate Editor: Cynthia Muckey

Notes from the Director: Architectural Management and the Life Sciences

KU's Graduate Program in Architectural Management, once thought by some to be a perishable by-product of the 1980s "Great Awakening" in architectural practice, is alive and well. As the century turned, we continued attracting



Michael Swann

some of the brightest and most diverse architects and design practitioners in the area. Our instructors are still putting on classes that receive the highest ratings, and other practitioner-instructors have been recruited to develop new courses that will serve the needs of those who'll be conducting the business of architecture and design in the Twenty-First

Century. And, in addition to supporting this unique graduate program in Kansas City, the School of Architecture continues to pour its energy and resources into a metropolitan area that offers great opportunities for studying architecture and planning.

Many of these opportunities have to do with envisioning Kansas City's future, and as most of the area's architecture firms are now well aware, Kansas City's economic development in the immediate future will be closely tied to the health of the local Life Sciences Initiative, the potential of the Kansas City Area Life Sciences Institute (KU is one of the members), and the ultimate ability of the metropolitan area's major research institutions to work collaboratively and to compete nationally for funds that will sustain this revolution in the biological sciences.

The School of Architecture and Urban Design solidly supports this push. We believe that architects can make invaluable contributions in the region's effort to promote life sciences research. Human health can be as much an environmental issue as it is a matter of genetic make-up and architects are masters of environmental design. Research, especially laboratory-based research, requires

extremely sophisticated and carefully designed facilities with "smart" supporting systems, and Kansas City has some of the leading architectural consultants and firms in this specific area.

The challenge for an academic program, such as KU's Graduate Program in Architectural Management, is to give our students the skills they need to contribute to this important initiative in Kansas City. Our Kansas City Urban Design Studio, based at the KU Medical Center, puts our undergraduate students in the thick of some of the City's most controversial urban design and development issues and prepares them to understand the importance that design plays in community health. A proposed Certificate Program in Facilities Management would provide area facilities managers, especially those in laboratory research environments, with the tools they need to support some of the nation's most sophisticated laboratory facilities. And, our Graduate Program in Architectural Management will continue to provide architects and designers with the critical business skills needed to contribute to the actual, physical "building" of the environment, communities and facilities that will grow out of a successful Life Sciences Initiative. We look forward to supporting this unprecedented collaborative effort.

Lockton Companies Underwrites Architectural Management Seminars

The professional advisory board that created the core curriculum for the Graduate Program in Architectural Management recognized the importance of including an ongoing seminar that would focus on emerging trends and problems related to practice. The "Grand Rounds," as it was originally called, was started in Spring, 1987, and involved several Saturday morning presentations by recognized leaders in the field of practice/management.

This Saturday morning seminar, otherwise known as a course titled *Contemporary Issues in Architectural*

Management, has continued each semester over the last fourteen years. The variety of topics covered has ranged from “Effective Writing Techniques in the Design Professions” to “Managing Risk in Lean Construction.”

In recognition of the role that the seminar plays in the professional development of local architects, designers and planners, Lockton Companies has agreed to support the Saturday morning seminar series with a generous annual contribution. This will allow the Architectural Management Program to continue conducting seminars with experts in fields such as risk management, digital technologies, human resources and marketing.

Past speakers in the seminar have included designers, management consultants, attorneys, government officials, planners, educators and others who have developed important insights on how managers in the design professions can succeed. The following list of seminar guest speakers includes their business affiliation at the time of their presentation and, in parentheses, the number of Saturday seminars they have conducted.

Christine Barber, Knoll, Inc.
Janet Baum, Hellmuth, Obata & Kassabaum
Howard Birnberg, Birnberg & Associates
Charles Chief Boyd, The Boyd Group
J. Michael Brady, Hellmuth Obata & Kassabaum
Mark M. Bunnell, Economic Development Corporation
Joan Capelin, Capelin Communications
Janet Carpman, Carpman, Grant and Associates
J. William Carswell, School of Architecture and Urban Design, University of Kansas
C.J. Cianciaruso, J.E. Dunn Construction Co.
Uriel Cohen, School of Architecture and Urban Planning, University of Wisconsin-Milwaukee
Richard Coleman, Department of Parks & Recreation, Kansas City, Missouri
Brian Collins, Dromara Consulting
Jack Crowley, Urbantech (2)
Patrice Derrington, Carnegie Mellon Institute
Ezra Ehrenkratz, The Ehrenkratz Group & Eckstut
Curtis W. Fentress, Fentress, Bradbourn & Associates
Tim Forcade, Forcade and Associates
John Gaunt, School of Architecture and Urban Design, University of Kansas
Thomas Glavinich, Schools of Architecture and Engineering, University of Kansas
Robert Gutman, School of Architecture, Princeton University
David Haviland, Rensselaer Polytechnic Institute
Hugh Hochberg, The Coxe Group
Phillip Hofstra, HOK Sports Facilities Group
Kazu Ikegami, Hazama-Gumi, Ltd.

James Jonassen, NBBJ
Dennis Karney, School of Business, University of Kansas
R.D. Keenberg, The IKOY Partnership
Stephen J. Kirk, Kirk Associates
Jacob Kovel, Schools of Architecture and Engineering, University of Kansas
Thomas Kvan, The Coxe Group
Glen LeRoy, Gould, Evans, Goodman Associates
David Levy, Herman Miller, Inc.
William Love, Howard Needles Tammen & Bergendoff
Marvin Manlove, CDFM
Robert Marans, University of Michigan
Charles W. Marsh, Jr., William Allen White School of Journalism, University of Kansas (2)
Robert Miles, Industrial Design Corporation (2)
Jane Mobley, Jane Mobley Associates
Martin Moeck, Schools of Architecture and Engineering, University of Kansas
Dale Mulfinger, Mulfinger, Susanka, Mahady & Partners
Dan Musser, Zimmer Companies
Vicki L. Noteis, City Planning & Development, Kansas City, Missouri
Dean Palos, Planning Department, Johnson County, KS
Roger Pickar, Market Research Services
G. William Quatman, Shughart, Thomson & Kilroy
Michael Ratner, Richter + Ratner
James Reece, Graduate School of Business, University of Michigan
Tom Roberts, Upward Consulting (4)
Garth Rockcastle, Meyer, Scherer and Rockcastle, Ltd.
Dan Rockhill, School of Architecture and Urban Design, University of Kansas
William Ronco, Northeastern University
Stuart Rose, Professional Development Resources (3)
David Saile, Center for the Study of the Practice of Architecture
Andy Scott, Union Station Assistance Corporation
Carol Sindelar, Sindelar Associates (2)
Kent Spreckelmeyer, School of Architecture and Urban Design, University of Kansas (2)
Chris Stafford, Stafford Harris, Inc.
Frank Stasiowski, Practice Management Associates
Fritz Steele, Portsmouth Consulting Group
W. Paul Strassman, Department of Economics, Michigan State University
John F. Trenkle, Recon Systems
David Vansickle, FaciliTeam
David Warm, Mid-America Regional Council
Randee Werts, GoodFit
Frank Zilm, Frank Zilm and Associates (2)

The Fall Semester . . .

Architectural Management Classes for Fall, 2001

Among the courses being offered at the Edwards Campus this Fall Semester are five classes that can be taken to fulfill core requirements for the Architectural Management degree.

Financial and Economic Issues (ARCH 573/773) will be taught by **Timothy Lies** on Tuesday evenings at the Edwards Campus from 7:10 until 10:00 pm. This 3-credit class focuses on the fundamentals of financial planning and budgeting for a design firm. It covers the development and implementation of a business plan and emphasizes the application of financial control techniques in the management of design organizations.

Spreadsheet Applications (ARCH 670) will be taught by **David Vansickle** on the first five Wednesday evenings of the Fall Semester (August 29 - September 26) at the Edwards Campus from 7:10 until 10:00 pm. This 1-credit class focuses on the application of electronic spreadsheets in the management of project fees, company staffing and business cash flow. Topics covered include spreadsheet linkage, creation of lookup tables, data consolidation, writing macros and charting results.

Database Management (ARCH 671) will be taught by **David Vansickle** on the five Wednesday evenings in the middle of the Fall Semester (October 1 - 31) at the Edwards Campus from 7:10 until 10:00 pm. This 1-credit class focuses on the development of database applications to track the information generated during the normal course of business operations typical of a design firm. Topics include database design, table creation, queries, forms, reports and macros.

Project Management Software (ARCH 672) will be taught by **David Vansickle** on the last five Monday evenings of the Fall Semester (November 7 - December 12) at the Edwards Campus from 7:10 until 10:00 pm. This 1-credit class uses software packages to manage a simulated design project. The topics in this course include creating tasks and linkages, assigning and managing resources, monitoring a project, and creating reports.

Contemporary Issues in Architecture Management (ARCH 770/771/772) will be coordinated by **Mike Swann** and held on three Saturday mornings during the Fall Semester. This course carries one hour of credit each time it is taken. Students in the program will be notified of the dates, speakers and topics for each of the seminar sessions by direct mail before enrollment.

One other new short course can be used as an elective in the degree program. **Advanced Design-Build for Architects** (ARCH 600) will be taught by **Bill Quatman** on the first ten Thursday evenings of the Fall Semester (August 23 - November 1). The class will meet in Room 214, Spencer Chemistry Building, 5009 Rockhill Road, on the UMKC campus from 7:00 until 9:30 pm and will carry two hours of graduate credit.

Graduate students who wish to take elective courses in related programs at the Edwards Campus such as Construction Management (see course descriptions below), Engineering Management, or Business Administration are encouraged to discuss their course choices with Mike Swann. Those who wish to work on independent research, directed readings, theses, or who plan to take the comprehensive examination to complete the program should contact Swann about enrolling in one of the following special courses:

Directed Readings (ARCH 700), 1-3 credits

Thesis Definition (ARCH 706), 1 credit

Special Topics in Architecture (ARCH 800),
1-3 credits

Thesis/Examination (ARCH 806), 1-6 credits. If you have any question about classes, requirements or scheduling, please contact **Mike Swann** (897-5652, ext. 3180).

Other Fall Classes at the Edwards Campus

There are many opportunities for Architectural Management students to take elective courses at the Edwards Campus in related programs such as Business Administration, Engineering Management, and Communications. Some of the most appropriate courses for augmenting the core courses in Architectural Management are offered in the Construction Management program.

Construction Project Management (ARCE 750), a 3-credit class, will be offered this Fall on Monday evenings from 7:10 to 10:00 pm. This course will cover the management aspects of construction projects and office organization and will emphasize financial management issues including the actual cost of money, financial analysis, cost control and factors involved in the purchase and use of equipment.

The Fall Semester (continued) . . .

Evening Classes on the Lawrence Campus

In addition to the many opportunities for elective courses on the Edwards Campus, Architectural Management students (and others with bachelors degrees) can find other graduate classes available on KU's Lawrence campus. Each of the following classes is offered one evening per week during the Fall Semester.

Historic Preservation Economics (ARCH 600) will be taught by **Dale Nimz** on Monday evenings from 7:00 to 9:50 in Room 106 Marvin Hall.

Introduction to Transportation Planning (UBPL 750) will be taught by **Thomas Dow** on Thursday evenings from 7:00 to 9:50 in Room 308 Marvin Hall.

Urban Mass Transportation (UBPL 758) will be taught by **Alan Black** on Tuesday evenings from 7:00 to 9:50 in Room 308 Marvin Hall.

Professional Communication (UBPL 786) will be taught by **Tim Truesdale** on Wednesday evenings from 7:00 to 9:50 in Room 308 Marvin Hall.

For additional details contact **Mike Swann** at 785-864-3180.

Fall Enrollment

The first day of classes for the Fall Semester is Thursday, August 23rd. In previous semesters, the Edwards Campus held an on-site enrollment on the Saturday preceding the start of classes. This on-site enrollment will not take place for the Fall Semester, 2001. Instead, all enrollment will be handled in one of three ways.

First, you can enroll on-line. Visit the Edwards Campus web site at <http://kuec.ukans.edu> and examine the on-line timetable of classes for the Fall. Follow the instructions for completing your enrollment on-line.

Second, you can enroll by telephone. Select the courses you want as described in this newsletter, in the University Timetable, or in the Edwards Campus catalog and call the Edwards Campus at 913-897-8400.

Third, you can enroll in person at the Information Desk in the lobby of the Regents Center on the Edwards Campus anytime during business hours.

Please note that students are allowed to enroll after classes have started, but there is a penalty for enrolling late.

Any students, both current and prospective, who have questions about enrollment or about the courses being

offered should contact **Mike Swann** by e-mail (mmswann@ku.edu) or by telephone (785-864-3180). Current students who have questions about their program of study or who would like to arrange a meeting for advising or any other matters related to the program should also contact Swann at the addresses listed above.

A Look Ahead to the Spring

Class scheduling for the Spring, 2002 Semester continues into the Fall. Students who are trying to plan their course schedule for the year should note the courses listed below which have already been placed in the Spring, 2002 schedule

A number of classes will be offered within the Graduate Program in Architectural Management at the Edwards Campus. These include:

Design Professions and the Law (ARCH 778).

3 credits. **Bill Quatman**. Thursday evenings

Presentation Tools (ARCH 673). 1 credit, first

5 weeks. **David Vansickle**. Wednesday evenings.

Electronic Communications (ARCH 674). 1 credit,

second 5 weeks. **David Vansickle**. Wednesday evenings.

Graphics Packages (ARCH 675). 1 credit, final 5

weeks. **David Vansickle**. Wednesday evenings.

Contemporary Issues Seminar (ARCH 770/71/72).

1 credit, dates to be announced. **Michael Swann**. Saturday mornings.

Local Economic Development Planning (UBPL

714). 3 credits. **John Crawford**. Monday evenings.

Site Planning (UBPL 735). 3 credits. **PJ Novick**.

Tuesday evenings.

The Construction Management Program will be offering a number of classes at the Edwards Campus in the Spring, including:

Construction Estimating and Bidding (ARCE 754).

3 credits. Thursday evenings.

Several evening classes will be offered on the Lawrence Campus, including:

Historic Preservation Planning (ARCH 600). 3

credits. **Dennis Enslinger**. Monday evenings.

People . . .

Quatman, Frewen, Spreckelmeyer, Cahill and Davis Named AIA Fellows

Election to the American Institute of Architects' College of Fellows is an honor that only a small number of architects are able to achieve. The nomination process is rigorous and selection requires documented, recognized and truly significant contributions to the profession of architecture throughout one's entire career.

Three of the six new members elected from the Central States Region of the AIA during 2000-2001, **Bill Quatman**, **Cynthia Frewen-Wuellner** and **Kent Spreckelmeyer**, serve as members of the faculty of KU's Graduate Program in Architectural Management. **Clark Davis**, vice-president of HOK in St. Louis, a member of the KU Architecture Advisory Board, and the 2001 recipient of the School's Distinguished Alumnus Award, was also elected to the College of Fellows from the Central States Region. In addition, **Tim Cahill**, vice-president and director of design at HNTB and a member of the School's Advisory Board, was named a Fellow in 2001.

Bill Quatman, a licensed attorney and architect who practices law with Shughart, Thomson & Kilroy, was named a Fellow of the American Institute of Architects because of his achievements in advancing the practice of architecture and improving the legal environment for architects in Missouri and throughout the nation. His courses in the Graduate Program in Architectural Management have given hundreds of architects the legal knowledge they need in practice and his published writings on the legal aspects of practice make him a national expert in design and construction law. Quatman has been teaching a course on *Law and the Design Professions* in the Architectural Management Program since 1987.

Cindy Frewen earned election to the College of Fellows because of her efforts to raise public awareness of architecture's importance within the community and her accomplishments in creating opportunities for women and minorities in architecture and business. National presentations on leadership and creativity for various organizations together with her leadership in initiating a series of local public forums on urban design and planning issues established Frewen as a recognized figure in public architectural education. Frewen founded her own firm in Kansas City in 1982, and since then she has created opportunities for women and minorities to advance in the profession. From her work on the National AIA Exhibit, "That Exceptional One: 100 Years of Women in American Architecture," to her central role in providing scholarships



Kent Spreckelmeyer, Bill Quatman, Cindy Frewen, Glen LeRoy, John Gaunt, and Clark Davis

for disadvantaged architecture students through the AIA Kansas City Scholarship Committee, Frewen has found creative ways to help others enter the profession and succeed. During the last decade, she has frequently served as a guest lecturer in Architectural Management courses and, in addition to her role on the School's Advisory Board, she recently joined the faculty of the program and teaches a new course on *Ethical Leadership in Architecture*.

Kent Spreckelmeyer, Professor of Architecture at the University of Kansas since 1981, has spent the last two decades expanding architectural knowledge through his efforts in the classroom, in his publications, and in national conferences to integrate new theories and methods of design analysis into the design process. As a teacher, chair and director of graduate studies at the University of Kansas, Dr. Spreckelmeyer has helped to create an accredited Master of Architecture Program that has won numerous awards for curricular innovations in foreign study and design-build. His own students have won research awards and design competitions by incorporating principles of his previous work in their own projects. As an author of four groundbreaking books in architectural education and numerous articles in scholarly journals, Spreckelmeyer has laid out for educators and students in the broader field of environmental design, the theoretical context and analytical tools needed to give their work objectivity, validity and intellectual purpose. And, in a number of national conferences and symposia that he has organized, Spreckelmeyer has introduced architects to the research methods, the philosophies, and the bodies of theory to be found in the social sciences and humanities. His impact on architectural education and, subsequently on architectural practice, is truly national in scope and scale. As a member of the Architectural Management faculty, Spreckelmeyer has used his courses on facilities management and workplace design to introduce new concepts in environmental design to local architects and engineers.

LeRoy Elected to Fellowship in AICP

Glen LeRoy, Associate Professor of Architecture, Director of KU's Kansas City Urban Design Studio, and principal with Gould Evans Goodman Associates was named a Fellow of the American Institute of Certified Planners (FAICP) in February, 2000. LeRoy was the first planner from Missouri to be awarded this national honor and he received it only one year after being elected to the American Institute of Architects' College of Fellows (FAIA).



Glen LeRoy

Professor LeRoy, who has served on the faculty of the Graduate Program in Architectural Management since the Program's founding, joined the School of Architecture and Urban Design in 1978. He has developed a community based, multi-disciplinary urban design teaching model with the Kansas City studio. LeRoy's work with the studio has led to over a dozen national and regional awards for teaching as well as eight citations from public organizations for his leadership in planning and design education.

As founder of the Gould Evans Goodman Associates' Urban Planning group, LeRoy has received numerous awards for planning and urban design excellence. He was the prime planning consultant for FOCUS Kansas City, the strategic and comprehensive plan that won the 1999 Outstanding Planning Award from the American Planning Association.

Carswell Appointed Chair of Architecture Program

Bill Carswell, Associate Professor, was appointed Chair of the KU Architecture Program and Associate Dean effective Summer, 2000. He succeeds Donna Luckey, Associate Professor, who chaired the program since 1997.

Professor Carswell joined the faculty of the School of Architecture and Urban Design in 1981. He holds a B.S. in Architecture and a Diploma in Advanced Architectural Studies from the University of Belfast, as well as a Master of Urban Planning degree from the University of Kansas.



J. William Carswell

Carswell teaches design studios as well as a number of elective courses and seminars that are related to his research interests in urban design, housing, and alternative forms of professional practice.

He is active in university affairs having served as a member of the Faculty Senate and as chair of the University Library Committee. In 1999-2000, Carswell was named a Vice Chancellor's Fellow and he currently chairs the university's Dean of the Libraries Search Committee.

In addition to his research, teaching and administrative responsibilities, Carswell belongs to many community service organizations and he currently chairs the Board of Directors of the Lawrence Arts Center.

Domer Leaves KU for Position in Kentucky

After 22 years of service to the KU School of Architecture and Urban Design, **Dennis Domer**, Associate Dean and Associate Professor of American Studies, retired effective Fall, 1999. Domer was directly involved in the establishment of the Graduate Program in Architectural Management and he served on the Architectural Management faculty for a number of years, teaching sections of communications and research methods courses that dealt with writing.

Domer joined the School of Architecture and Urban Design in 1976 as Assistant to the Dean. In 1980, he was appointed Acting Dean and he continued on as Associate Dean until his retirement. Domer was also Acting Chair of Architecture in 1982-83, and in 1984-85 he was Acting Associate Vice Chancellor of Academic Affairs. During 1995-97, he served as Acting Chair of Urban Planning.

In January, 2000, Domer joined the faculty of the College of Architecture at the University of Kentucky. In addition to his teaching and research duties as Professor of Architecture, he directs the Graduate Program in Historic Preservation, a multi-disciplinary program housed in the College of Architecture.

Lies Focuses New Short Course on Workplace Issues

Students in the Graduate Program in Architectural Management were given intensive training in personnel issues in a short course offered during the Spring Semester, 2000. Professor **Timothy Lies** organized and taught a special five-week, one-credit class on *Workplace Issues in Design Firms* that focused on the different types of conflict that can develop within an architecture firm. The purpose of the course was to demonstrate how different types of personnel problems require different types of solutions.

People (continued) . . .

Students in the course took part in teaming, gaming and role playing in order to develop a clearer understanding of discrimination, sexual harassment and other forms of interpersonal conflict that can be found in design organizations. **Danielle Rodenbough** of Trouble at Work helped Lies clarify the legal implications of different actions and recommended various courses of action for dealing with different types of problems.

Project Delivery Class Taught by Team

Team-building is one of the main challenges faced by a project manager. Students enrolled in last Fall's *Project Delivery* class had the opportunity to observe team dynamics first-hand as this core course in the Architectural Management Program was taught, for the first time, in a team format.



Neal Angrisano

With Professor **Neal Angrisano** serving as coordinator, **Dan Himmelberg** of Xpress Ideas and **Becky Mullins** of Gould Evans

Goodman Associates worked together to give the course a fresh approach. Angrisano, who has taught the course several times, has extensive experience as both a client's representative and as a project manager and he has worked in both the public and private sectors. Himmelberg's experience with charrettes, the design process, client relations and marketing added a valuable perspective to the course and Mullins' work managing a large variety of design projects gave students an important exposure to the critical nuts-and-bolts issues that confront a project manager on a daily basis.

As all architectural managers know, effective techniques of controlling a project or a firm are drawn from a broad range of disciplines. This need to marshal skills from several different fields means that team-teaching will continue to be an important method of covering what students need to know in future Architectural Management courses.

Kovel Leaves Construction Management Program

Professor **Jacob Kovel**, who has taught courses in the Construction Management Program at the Edwards Campus since the Fall Semester, 1997, recently resigned his position at KU. Kovel, who has served as an Assistant

Professor in KU's Architectural Engineering Program, has accepted a position at Central Connecticut State University where he will direct the undergraduate program in Construction Management. He will assume his new appointment in Fall, 2001.

Frewen Introduces Course on Ethics in Architectural Practice

In the education of an architect, critical reasoning, creativity and craft are important determinants of success. Later, as a designer moves into practice and is forced to operate in an environment that is less isolated than the studio setting, the ability to identify ethical issues and to construct moral arguments to back up everyday decisions becomes crucial. The need to serve the client's interests, to compete fairly with other firms, and to act in support of the public interest means that, often, ethics must occupy more of a designer's attention than aesthetics.



Cindy Frewen

Local architects had an opportunity to explore the common moral dilemmas of practice this past Spring when **Cindy Frewen**, FAIA, offered the region's first graduate course on *Ethical Leadership in Architecture*. Using a case study approach, the class focused on issues that are common to six areas of practice: codes and life safety; design development; sustainable design; design-build; urban design; and, business development. Members of the class were able to hear from experts in each of these fields and to prepare their own critical analyses of cases presented by guest speakers.

Graduate students in the Architectural Management Program have often identified ethics as an important area for course development and Professor Frewen's class was a significant step in meeting that need. Elective courses, such as *Ethical Leadership in Architecture*, are created within the program to serve degree-seeking students, but they are also opened to the local design community (on a limited basis) as a means of providing professional development opportunities.

Quatman Publishes Book on Design-Build for Architects

Architects and engineers who are looking for a competitive edge as their firms move into the growing design-build market now have access to an invaluable source of information. *Design-Build for the Design Professional*, authored by **G. William Quatman**, FAIA, and produced this past winter by Aspen Publishers in New York, covers the full range of legal, financial, and business-related concerns that those entering or competing within the design-build market must face.

Quatman, who practices law with Shughart Thomson & Kilroy in Kansas City, has led many national and regional workshops on design-build issues. He has also taught graduate courses on the same topic in KU's Architectural Management Program. This fall, he will offer a 10-week (10-session) course on *Advanced Design Build for Architects* (see above). His new book will serve as required reading for the class.



G. William Quatman

Students Complete Architectural Management Degree, 1999-2001

Eight students have completed graduate work in Architectural Management and have earned the M.Arch. degree since 1999. All of these graduates opted for the two-part comprehensive examination. The first part consisted of a half-day test covering the core courses in the program; the second half focused on each student's topical area of expertise as established through the selection of elective courses. The students listed below successfully completed this final requirement for the degree. Their areas of specialization are also listed.

Tod Hueser, *Management of Urban Design Projects* (Summer, 1999)

Scott Bingham, *Architectural Management and Community Redevelopment* (Spring, 2000)

Roxanne Weaver, *Facilities Planning and Management* (Spring, 2000)

Ron Ray, *Communication and Risk Management in Project Delivery* (Fall, 2000)

Jeff Schutzler, *Leadership and Organizational Structure in Architectural Management* (Fall, 2000)

Brady Spencer, *Computerization, Design-Build and Management Issues* (Fall, 2000)

Pat Freeman, *Management of Design-Build Projects for the Public Sector* (Spring, 2001)

Tim Shellenberger, *Technology and Organizational Change in Architecture Firms* (Spring, 2001)

New Students Admitted to Program, 1999-2001

Twenty students were admitted to the Graduate Program in Architectural Management between 1999 and 2001, including:

Steven Bowling, a B.Arch graduate of the University of Kansas who participated in the School's Kansas City Urban Design Studio and who is currently employed by the DLR Group;

Su Ming-Yuh Chen, an interior designer employed by Rosemann & Associates who received her undergraduate design degree at Southern Illinois University and who has considerable professional experience ranging from work on theaters to designing children's learning centers;

Michael Coates, a 1986 graduate of Kansas State University's B.Arch program who is employed as a project architect with the U.S. Army Corps of Engineers (with extensive previous experience in the private sector) and whose interests are focused on facility planning and programming as well as managing design projects for the military;

Steven Davidson, a member of the faculty of the College of Architecture, Planning and Design at Kansas State University, who has used his training in Interior Architecture to manage many public- and private-sector design projects over the last 20 years and who is exploring methods of incorporating current forms of practice and management into the undergraduate design curriculum;

Vinanti Desai, a graduate of the Academy of Architecture, Mumbai, India, who has worked on a variety of projects (industrial parks, hotels, housing) for different firms and who is interested in the application of new technologies to the management of traditional design firms;

Christina Haskins, a B.Arch graduate of Drury College who worked at firms in Springfield and Higginsville, Missouri, and who is currently employed at ACI/Boland, Inc.;

Karla Karwas, a graduate of the University of Missouri's Environmental Design program who is employed at Shaughnessy Fickel and Scott Architects, Inc., and who has general interests in design business practices;

Ellyn Lester, director of marketing for WRS Architects, Inc., and a graduate of the William Allen White

People (continued) . . .

School of Journalism at the University of Kansas who is interested in developing new methods for marketing architectural services;

Douglas Loveland, a B.Arch graduate of the University of Kansas who is employed by the HNTB Corporation and who is particularly interested in the use of “self-managed teaming” in the practice of architecture;

Yasmine Makar, a graduate of Helwan University, Cairo, Egypt, with a degree in Interior Architecture who is currently employed by Gossen Livingston Associates and who has broad experience in large-scale international design projects and in the application of computer-based technologies in managing design projects;

John McClain, a graduate of the B.Arch program at the University of Kansas who practices architecture with Devine deFlon Yaeger Architects and who has a strong interest in mixed use real estate development;

Troy Moore, a graduate of Indiana State University with a degree in Construction Technology who has private-sector experience in the construction industry in California and the Midwest and who currently is employed as Building Inspector for the City of Overland Park, Kansas;

Bryan Ruoff, a graduate of the B.Arch program at the University of Kansas who is employed by the Warman Design Group and who has strong interests in business development and marketing professional services;

Michael Sadler, a graduate of the Interior Design program at Kansas State University, currently employed at Scott Rice, Inc., who has considerable experience in retail and office design;

James Schuessler, a landscape architect and graduate of Kansas State University who is employed by Jacobs Facilities, Inc. and who has both extensive experience and research interests in parks and recreational complex development and design;

Gamil Sidhom, a graduate of Cairo University with a degree in Architecture, currently employed by Gasting Walker Harden Architects and interested in the application of business management principles to design firms;

Ron Stallbaumer, an architect and part owner of Wendlandt & Stallbaumer, Inc., who graduated from Kansas State University and whose career interests are focused on providing architectural and construction services for custom residential projects;

Kristi Stephens, a graduate of Kansas State University’s Interior Design program who is currently employed at Rosemann & Associates and who is interested in the application of architectural management principles

in the start-up of a small design firm;

Ray Stockman, a graduate of Kansas State University’s B.Arch program who is employed as a corporate architect with Payless Shoes, Inc. and who is interested in developing new computer-based technologies that can improve the management of design and construction projects;

Amin Zeyada, a graduate of Sudan’s East Nile University with a B.S. in Architecture who has had considerable experience in international construction projects and who is interested in developing skills in project management.

Architectural Management Faculty, 1999-2001

Neal Angrisano, AIA, Johnson County Facilities Administration

J. William Carswell, KU School of Architecture

Cindy Frewen, FAIA, Frewen Architects

John Gaunt, FAIA, KU School of Architecture

Dan Himmelberg, AIA, Xpress Ideas

Glen LeRoy, FAIA, FAICP, Gould Evans Goodman Associates

Timothy Lies, Gould Evans Goodman Associates

Jason McLennan, BNIM Architects

Elizabeth Mullins, AIA, Gould Evans Goodman Associates

Daniel Musser, Zimmer Development Company

Gary Nevius, AIA, BNIM Architects

Vicki Noteis, AIA, City of Kansas City, Missouri

P.J. Novick, ASLA, Theis Doolittle Associates

G. William Quatman, J.D., FAIA, Shughart, Thomson & Kilroy

Gaylord Richardson, KU School of Architecture

Carol Sindelar, AICP, Sindelar Associates

E. Crichton Singleton, FAIA, Singleton Urban Design & Architecture

Kent Spreckelmeyer, D.Arch., FAIA, KU School of Architecture

Michael Swann, Ph.D., KU School of Architecture

David Vansickle, AIA, River’s Edge Studio

Frank Zilm, D.Arch., FAIA, Frank Zilm and Associates

People (continued) . . .

Architectural Management Graduates, 1991-2001

Seventy students have completed the Architectural Management Graduate Program at the KU Edwards Campus. They are listed below in order of their year of graduation.

1991

Bill Barnhart
Rex Chang
John Grattendick
DeAnna Jones
Paul Justus
Eileen Smith

1992

Lianpin Chen
Don Distler
Bill Giles
Ralph Keys
Wagih Moussa
Joe Quilty
Ann Ragan
John Ragan

1993

Jeanne Greischar
Kerry Knott
Andrea Lawson
Pete Loughlin
Bob Miles
Dave Roland
Marsha Walkup

1994

Wenming Chen
Glen Fimmel
Tony Meulmester
Paul Novick
Carl Yaeger

1995

Jim Galle
Jeff Holt

1996

Neal Angrisano
Jill Bergthold
J. Michael Brady
Jeff Bruce
Jim Carson
Barbara McCubbin
Denise Ryerkerk

1996 continued

Steve Shayassi
David Vansickle

1997

Simmie Clincy
Doug Cook
Mike Falk
Sandy Hooper
Brent Schulz
Thadeus Shyio
Reed Simpson

1998

Christine Ewing
Laura Gagliano
Ryan Hartje
Sabiha Jan
Malcolm Lodwick
Joel Marquardt
Gil Novak
James Potter
Dena Sanders
Ed Stinson
Doug Ulrich

1999

Adam Cohen
Tracy Cox
Terrance Gallagher
Jim Kirkpatrick
Roberta Lovin
Brian McMillan
Mike Mundy

2000

Scott Bingham
Tod Hueser
Roxanne Weaver

2001

Patrick Freeman
Ron Ray
Jeff Schutzler
Tim Shellenberger
Brady Spencer

Roy Bash, Shughart, Thomson & Kilroy
Tom Bean, City Architect, City of Kansas City, Missouri
Bob Berkebile, BNIM Architects
Ron Bozarth, The Lockton Companies
Mark Brown, Shughart, Thomson & Kilroy
Casey Cassias, BNIM Architects
Robert Enriquez, HNTB New Media Technology
Cindy Frewen, Frewen Architects
Kirk Gastinger, Gastinger Walker Harden Architects
Steve Graham, Titan Construction
Jeff Herzer, HNTB New Media Technology
Kimberly Hickson, AIA
Sonya Jury, Jury Designs, Inc.
Terry Kilroy, Shughart, Thomson & Kilroy
Glen LeRoy, Gould Evans Goodman Associates
Tim Lies, Gould Evans Goodman Associates
Mike McIlroy, The Lockton Companies
Helene Miller, Missouri Department of Conservation
David Monson, Foxboro Enterprises
Tom Nelson, BNIM Architects
Gary Nevius, BNIM Architects
Bill Quatman, Shughart, Thomson & Kilroy
Ken Reid, Hathmore Homes
Danielle Rodenbough, Trouble at Work
Randy Schultz, Shughart, Thomson & Kilroy
Patrick Smith, Shughart, Thomson & Kilroy
Richard Stilwell, IMCG Management Consultants
David Svet, d3, Inc.
Patrick Taylor, HNTB New Media Technology
Diane Vansickle, River's Edge Studio
Becky Zahner, HNTB Corporation
Frank Zilm, Frank Zilm and Associates

Presentation Skills Honed in Sindelar's Marketing Class

Students in Professor **Carol Sindelar's** *Marketing Professional Design Services* class once again had a chance to test their presentation skills before a panel of experts. On April 25, four teams took turns competing before a "Selection Committee" for the "XYZ Corporation." Each team had to present its response to the XYZ Request for Proposals for a new facility to be built in Kansas City. Students benefitted from over an hour of feedback supplied by the experts after their presentations.

The Selection Committee included: **Gary Nevius**, BNIM Architects; **Sonya Jury**, Jury Design; **Rick Stilwell**, IMCG Management Consultants; **Tom Bean**, City Architect, Kansas City, MO; **David Monson**, Foxboro Enterprises.

Guest Lecturers, 1999-2001

Graduate students in the School's Edwards Campus classes benefit greatly from the generous involvement of many practitioners, government officials and leaders in the design and construction industries. The following individuals served as guest lecturers in the Architecture Management program during the last four semesters.

People (continued) . . .

Student Marketing Presentations, Spring 2001



Gamil Sidhom, Michael Coates, Jim Schuessler, Yasmine Makar, Lindy Hussong, and Ellyn Lester respond to questions at the end of their presentation.



Sonya Jury explains the importance of emphasizing sustainable design issues in the student presentations as other panelists and students listen.

KU Architecture in Kansas City . . .

Serda to Lead Kansas City Design Center

In 1988, Kansas State University and the University of Kansas established an architectural outreach center in Kansas City to develop and promote opportunities for collaborative research, community service, professional development and public education. The Regents Center for Architectural Studies (later renamed the Kansas City Design Center or KCDC) was fairly active through the late 1980s and early 1990s drawing many architects and designers to its professional development programs and, through community-based design projects, bringing together faculty, students and community leaders from the metropolitan area.

KU's interest in the School of Architecture and Urban Design having a center of operations in Kansas City, shared with the College of Architecture at KSU and the Architecture Program at UMKC has not waned and this semester Chancellor **Robert Hemenway** renewed the University's support for a multi-university design center in Kansas City. KSU and UMKC have, again, also joined in and, with the full endorsement of the KCDC Board, the universities have hired a new director for the KCDC.

Daniel Serda, a lifelong resident of Kansas City who recently completed a Ph.D. in Urban Planning at M.I.T. has accepted an appointment as director of the KCDC and Visiting Assistant Professor of Urban Planning at KU. He will hold adjunct assistant professorships at KSU and UMKC.

Prior to entering the doctoral program in Urban Planning at M.I.T., Serda completed a Master of City Planning degree at M.I.T. and a bachelors degree in Government at Harvard University. He has held appointments as a Research Associate in the Department of History at UMKC (1992-1994) and as a Research Technician in the Center for Technology and Regional Development at Midwest Research Institute in Kansas City, Missouri (1995). He has presented papers at a number of planning conferences and he is the co-author and editorial consultant for *Journeys Through Time: A Young Traveler's Guide to Kansas City's History*, published by Kansas City Star Books in 2000.

Serda's primary responsibilities will involve the reinvigoration of the KCDC, the strengthening of ties with foundations in Kansas City, the creation of a full program of academic activities in line with the Center's mission (public education, professional development, enrichment of academic programs, applied research), the development of funded research opportunities for faculty, and the teaching of one course per semester for KU.

Serda is working with the KCDC Board over the summer to establish a new physical base for the center in Kansas City. He is also spending time in Lawrence and Manhattan familiarizing himself with faculty research interests and capabilities. This fall he will teach *Introduction to Urban Planning*, a course offered on KU's Lawrence campus for undergraduates.

Urban Design Studio Focuses on West Bottoms, Urban Core and Light Rail

Continuing a fifteen-year run of Kansas City-based planning and design projects, the School's Urban Design Studio, based at the KU Medical Center, took on two large-scale and challenging problems between 1999 and 2001. Under the direction of Professors **Glen LeRoy** and **Kent Spreckelmeyer**, and with instructional assistance from **Richard Wetzel** and **James Reittinger**, the studio focused its efforts in 1999-2000 on creating a development plan for the West Bottoms Industrial District. During the 2000-01 academic year, attention was redirected toward a larger development plan for the Kansas City, Missouri Urban Core with a special emphasis on the development potential of light rail.

The West Bottoms

The selection of the West Bottoms as a focus for the Urban Design Studio was timely. The area had never had a comprehensive plan or any kind of redevelopment initiative. It's recent history of natural and economic disasters followed by piecemeal attempts at revival had drained it of its economic vitality. And, a devastating fire in 1998 in the old warehouse district was seen by many as the final blow. Yet, its proximity to downtown, to excellent transportation routes, and to nearby areas that figured prominently in the City's heritage suggested that the potential for revival was there.

During the year, the KU students worked closely with planners, business owners, real estate developers and city officials as they gathered the perceptions, opinions, facts and figures needed to construct an embraceable vision for the West Bottoms. Their plan had to identify and promote linkages with downtown, the historic Town of Kansas, the West Side, and other important sites that bordered the West Bottoms. It had to unite the old West Bottoms to the north, with its nineteenth-century warehouse architecture, with the newer and more open West Bottoms to the south where fewer and larger structures such as the Livestock Exchange, Kemper Arena and the American Royal were more spread out. It had to capitalize on the district's rich stockyard heritage and it had to emphasize historical and recreational tie-ins such as the Kaw Riverfront and potential pedestrian and bicycle paths. It had to incorporate "brownfields" programs to deal with local environmental clean-ups. And, lastly, the plan had to include visionary conceptual designs for specific future developments within the West Bottoms.

The students completed their plan and a series of conceptual design proposals for parks, streetscapes, office buildings, housing and many other features, and they presented their work in Spring, 2000. Unlike many studio projects, however, this one had a broader impact. Later in the year, Butler Manufacturing Co., headquartered in Midtown Kansas City, announced its decision to relocate to the West Bottoms. Company officials mentioned the studio's work as being influential in their decision to relocate.

The Urban Core and Light Rail

The studio turned its attention to the heart of Kansas City—the Urban Core—during the Fall Semester, 2000. The students' goal was to construct a plan and a vision for the area stretching from the Country Club Plaza to the Missouri River that would use the FOCUS plan as a point of departure and that would identify commercial, residential and other development opportunities. Their plan would emphasize the strengths of the Urban Core and the best characteristics of each of the commercial nodes that competed within this large area. And, they would follow the proven methods and processes of earlier Urban Design Studios—work closely with a steering committee of civic leaders, business owners, planners, developers, and neighborhood representatives to identify key issues for the stakeholders in the area.

The thread that ran throughout the plan was the proposed construction of a light rail system that would extend north-south throughout the Urban Core. The existence of this new layer in the area's transportation network would mean the potential reshuffling of locational advantages, the reinforcement and strengthening of existing economic activities in some places, changes in the flows of other types of traffic in the area's transit network, and the creation of new economic opportunities in other locations. Clearly, no other single built element had the broad impact that a light rail network possessed and the potential to change the face of Kansas City's Urban Core.

Students carried out detailed economic and demographic analyses of the Urban Core. They conducted specialized studies of the area's housing stock, its commercial structure, and its transport systems. They examined land use patterns and other features of the built environment. Based on these studies of the existing conditions in Midtown and taking into account the effects of the introduction of light rail in other cities with similar conditions, they then prepared conceptual design proposals for an array of different developments that could emerge in the

KU Architecture in Kansas City (continued) . . .

Urban Core. These ranged from revitalized neighborhood shopping districts with associated new housing developments to large transit stations tied in with new entertainment facilities downtown.

Their vision of an Urban Core revitalized by the introduction of light rail was presented to a large audience which gathered downtown at Grace and Holy Trinity Cathedral on May 17, 2001. The light rail proposal for Kansas City will be voted on in a city-wide election in August.



“Center-running Light Rail on Main Street”
Kansas City Urban Design Studio, 2000-01

Kansas City Firms Lend Support to KC Architecture Students

One of the most attractive forces that draws KU architecture students to the School’s Kansas City Urban Design Studio each year is the opportunity to gain work experience in one of the metropolitan area’s firms. During the 2000-2001 academic year, Professor **Kent Spreckelmeyer**, one of the studio’s directors, persuaded fifteen firms and organizations to provide scholarships and/or internships for students who had enrolled in the urban design studio. The local design organizations that offered these valuable opportunities included:

ACI/Boland
BNIM Architects
Boice Raidl Rhea Architects
Devine deFlon Yaeger
Ellerbe Becket
Gastinger Walker Harden Architects
Gould Evans Goodman Associates
HOK Sports Facilities Group

Hollis & Miller Group
International Architects Atelier
Jury Design
Planning Department, City of Kansas City, Missouri
Schenkel Schultz Architecture
TK Architects
Wiedeman Architects

By combining their studio work on a large-scale, high visibility, urban design problem with important day-to-day work experience in a firm, our Kansas City students are able to take advantage of a unique opportunity at the end of their undergraduate program. The School of Architecture and Urban Design is particularly grateful to those firms who have supported our efforts in Kansas City with scholarships and job opportunities for our Kansas City students.

McClure Continues Housing Research in Kansas City

For over a decade, Professor **Kirk McClure** has been conducting studies of low-income and public housing in the Kansas City metropolitan area. His work has been divided between large-scale projects that serve as a focus for his graduate Urban Planning classes and other funded studies and advisory activities that he takes on himself.

During the Spring Semester, 2000, students in Professor McClure’s *Community and Neighborhood Revitalization* class prepared three different neighborhood studies for two non-profit community development corporations serving inner-city areas in Kansas City, Kansas. The students prepared two housing condition and development potential surveys for Catholic Housing of Wyandotte County. One study was generated for the Polish Hill neighborhood and the other was prepared for the Strawberry Hill/Russian Hill neighborhoods. Both studies employed data from the U.S. Census, the Tax Assessor, and the U.S. Department of Housing and Urban Development (HUD) to determine the condition of existing housing in the neighborhoods as well as the market for replacement housing. In addition, they prepared a similar study for Neighborhood Housing Services (NHS) of Kansas City, Kansas. Their report focused on the Chelsea School area of Kansas City, Kansas.

In another study conducted for NHS, the students prepared a financial feasibility analysis of a set of abandoned apartments on 18th Street in Kansas City, Kansas. Working under the direction of Professor McClure, they calculated estimates of the gap financing needed to bring the apart-

KU Architecture in Kansas City (continued) . . .

ments back onto the market after the application of Low-Income Housing Tax Credits.

Over the last decade, McClure has researched the performance of the Low-Income Housing Tax Credit program in Kansas City and other municipalities in Missouri. His findings for the 1990s were published in an article titled "The Low-Income Housing Tax Credit as an Aid to Housing Finance: How Well Has It Worked?" in *Housing Policy Debate*, Volume 11, No. 1, 2000.

McClure has been involved in other local efforts to solve housing problems. During 2000, he worked with Housing Solutions, a consulting firm specializing in the development of low-income and public housing, to prepare a grant application on behalf of the Kansas City Housing Authority. The \$25 million requested from HUD will cover the development of mixed-income and affordable housing throughout Kansas City. This new stock of housing will shelter families displaced from Juniper Gardens, a distressed public housing complex that is slated for replacement. McClure prepared the housing market analysis for the grant application.

Professor McClure also serves on Mayor Carol Marinovich's Housing Strategies Task Force in Kansas City, Kansas. The Task Force is analyzing housing market conditions in Kansas City, Kansas and devising housing program strategies for the Mayor to pursue in her efforts to revitalize inner-city neighborhoods.

AIA/KC Scholarship Committee Recognizes Local Students at KU

Each year the Scholarship Committee of the Kansas City Chapter of the American Institute of Architects recognizes students from the metropolitan area who are pursuing degrees in architecture and who have achieved academic merit despite financial challenges and other barriers that might normally stand in the way. Most of the students who receive scholarships from the AIA Kansas City attend architecture schools within the region. During the last two years, the Committee has generously awarded seven scholarships to local students attending the University of Kansas. These include:

2000-2001

Brian Berg, Bonner Springs, Second-Year B.Arch.

James Gann, St. Joseph, Fourth-Year B.Arch.

Katie Griffiths, Olathe, Fifth-Year B.Arch.

Jayne Higdon, Lee's Summit, Third-Year B.Arch.

2001-2002

James Gann, St. Joseph, Fifth-Year B.Arch.

Jayne Higdon, Lee's Summit, Fourth-Year B.Arch.

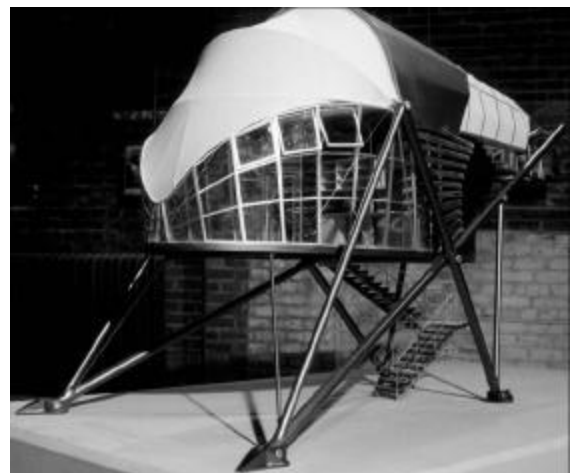
Jana Kaplan, Kansas City, MO, Second-Year B.Arch.

The School of Architecture and Urban Design is pleased to nominate outstanding local students for these scholarships and wishes to thank this year's AIA/KC Scholarship Committee as well as previous committees who have raised and coordinated this important support for local architecture students.

Architectural Exhibits Featured in Crossroads Gallery

Through the efforts of Professor **Philippe Barriere** and his students, the School of Architecture and Urban Design has been able to offer examples of cutting-edge architecture for public review in Kansas City's Crossroads District.

During the Spring Semester, 2000, Professor Barriere and his students completed work on a set of models and drawings that illustrated some distinctly fresh and innovative concepts for movable, attachable and flexible housing forms. Organized as an exhibit titled *Parkurbia: Suburbia as a National Park*, the single-family, multi-



"Trans_pod.01 - Mobile Aero Light Prototype"
Parkurbia Exhibit

family and mobile housing units were presented as structures that could be easily situated in marginal areas that fall outside the overdeveloped suburbs, in the reinhabited landscapes of older industrial districts, along underutilized transport corridors, and in other voids within the urban realm. By employing biological principles and anatomical

KU Architecture in Kansas City (continued) . . .

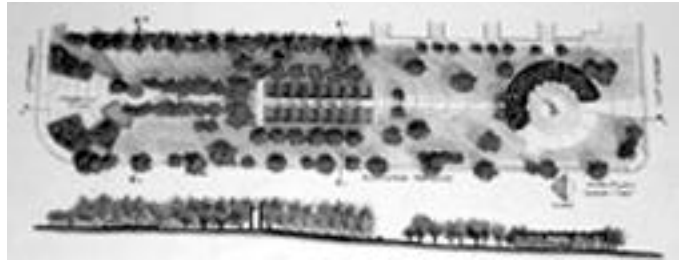
metaphors in the design of the proposed structures as well as in the locational strategies suggested by the exhibit, the Barriere studio offered a unified variety of architectural solutions for an extremely broad set of urban and suburban problems. The entire body of work was shown at **The Pearl**, 1818 McGee Street, Kansas City, Missouri, during May, 2000.

A more recent show, curated by Professor Barriere, was exhibited at The Pearl from April 14th through May 26th, 2001. *Research Architecture, 1954-2000: Selections from the FRAC Collection* included architectural models, drawings and documents from the art and architecture collection of the Fonds Regional d'Art Contemporain du Centre, Orleans, in France. The collection represents investigations into post-World War 2 experimental, research-based architecture. The large selection of work exhibited at The Pearl examined architectural ramifications of utopia, anticipation and criticism—ideas of enduring and heightened interest to contemporary architects and artists. The exhibit was organized by the Pratt Institute, Thread Waxing Space (New York), and the KU School of Architecture and Urban Design. It had numerous sponsors in the U.S. including, among others, the National Endowment for the Arts, the Graham Foundation, the William T. Kemper Foundation at Commerce Bank, Heinlein Schrock Stearns Architects, Gould Evans Goodman Associates, DST Systems, Inc., and the AIA Kansas City.

Students Focus on Cancer Survivors Park

Seven Master of Architecture students in Professor **Donna Luckey's** graduate course on *Site Planning* spent the Summer Session and Fall Semester, 2000, working on concepts for the possible redesign of the Richard & Annette Bloch Cancer Survivors Park. As most Kansas Citians know, the park occupies one of the most visible locations in the City, along the western edge of the Country Club Plaza at the intersection of 47th Street, Roanoke Parkway, and Jefferson Street.

The students prepared both a Site Analysis and a set of Site Design Proposals which took into account the park's multiple roles: 1) as a design statement and memorial in a monumental format; 2) as an educational experience for any user to learn about cancer and its survival; 3) as a neighborhood park, or pocket park; and, 4) as an identifiable urban plaza. In addition, they compared the design of the Kansas City Cancer Survivors Park with cancer survivor parks built by the Bloch Foundation in other cities.



Student Plan for the Redesign of the Richard and Annette Bloch Cancer Survivor's Park, Kansas City, Missouri

Discussions with local architects and landscape architects, with Kansas City Parks Department staff, and with Bloch Foundation staff provided important insights and considerations in preparing the design proposals.

Ideas presented in the seven separate proposals will be used in the future as the Cancer Survivors Park is reexamined in light of its ability to fulfill its different roles.

KU Students Come to the Aid of Union Station Once Again

Kansas City's historic Union Station has attracted much attention over the years—first, as a monumental piece of architecture in the early Twentieth Century, later, as a focus for preservationists dedicated to saving this landmark, and more recently, as the home for Science City and a number of associated entertainment facilities.

Architecture students from the University of Kansas have taken an active interest in the rebirth of Kansas City's premier historic structure. In 1989, Professor **Glen LeRoy's** Kansas City Urban Design Studio prepared design proposals for the redevelopment of Union Station and created a larger development plan that linked a revitalized Union Station to the City's Convention District. In 1995, Professor **Barry Newton** directed a team of KU architecture students who measured, recorded and drew Union Station for its inclusion in the Historic American Buildings Survey.

Professor **Gaylord Richardson's** fourth-year architecture students spent the Spring Semester, 2000, working with representatives from the Union Station Assistance Corporation and the Hall Family Foundation to generate preliminary concepts for a Sesquicentennial Fountain and Sculpture to be located in front of Union Station. An earlier competition failed to produce a design that was acceptable, so the students worked with the two organizations to research and prepare a new program that identified site and project criteria and that helped clarify values, goals and

KU Architecture in Kansas City (continued) . . .

objectives for future design proposals. In addition to carrying out the research and analysis for the project, the students prepared their own design proposals to test the program criteria that they developed. The student work was submitted to the two organizations with the hope that it could be used in formulating future competitions and requests for proposals.

Work Progresses on Unified Architecture Curriculum at KU

During the 1999-2000 academic year, faculty and students in the School of Architecture engaged in an intense discussion over the merits and challenges of converting the existing B.A. in Architectural Studies, the B.Arch, and the M.Arch into a single unified curriculum that would culminate in the professional M.Arch. Although the debate over unifying the curriculum had been going on within the School for a number of years and had been taking place within the context of a national trend toward replacing the B.Arch with the M.Arch as a first professional degree, the School's own graduates as well as several other constituencies needed to be more fully engaged in the discussion if any kind of innovative and effective curriculum revision were to take place. The discussion was extended beyond the School in late Spring, 2000, as members of the Architecture Curriculum Committee met with practitioners at the AIA Kansas City chapter offices and focused on the profession's reactions to a revised curriculum.

The dialogue continued into the fall as representatives of the School's Advisory Board met with Curriculum Committee members in late September, 2000 and identified four areas for continued discussion of the curriculum: 1) the design component; 2) the future flexibility of a unified curriculum; 3) degree marketability; and, 4) the inclusion of courses that provide professional and business skills. Additional discussion took place at the Advisory Board's Fall meeting in Lawrence.

During the Spring, 2001 semester, each of the four discussion areas was addressed. First, **Bill Carswell**, Chair of the Curriculum Committee, met with a group of the School's graduates and advisors and gathered recommendations for the design component of an M.Arch degree. The recommended design curriculum generally resembled the studio sequence in the School's existing B.Arch.

Second, several committee members explored issues of curricular flexibility, particularly with regard to University-wide degree requirements, the potential future development of "paths" within the M.Arch degree that could intro-

duce specializations, and the need to phase in any kind of revised curriculum, one year at a time. There are numerous restrictions on curricular change within the University, an even greater variety of considerations outside the University, and many barriers within the School that result from funding limitations and the alignment and concentration of faculty strengths.

Third, **Michael Swann**, a member of the Committee and the director of undergraduate admissions, produced an analysis of the impact that unification of the three degrees would have on the overall marketability of an accredited architecture degree at KU. The results of the analysis suggest that the School is in a unique position to introduce a change in its curriculum. The demand for accredited degrees in architecture is high and KU enjoys a geographically broad audience, especially for the B.Arch. However, there are several key marketing issues that would have to be addressed (e.g., impact on the Kansas-Missouri Tuition Reciprocity program) if a unified curriculum were put in place.

Finally, an e-mail survey, developed by Carswell and Swann, and covering various curricular issues was sent to Board members following the Fall meeting. The results that were collected over the Spring focused on design and non-design skills that need to be included in an architecture curriculum, and the various changes currently underway in architectural practice that will create new challenges and opportunities for the School's future graduates. Input from the survey was summarized by Professor Carswell for the Advisory Board and will be used by the Curriculum Committee to shape the structure and contents of the proposed unified curriculum.

Following a series of scheduled open curriculum discussions with the faculty this Spring, the Chair of the Curriculum Committee agreed to prepare a comparative analysis of the structure and requirements found within a range of accredited M.Arch programs in the United States. Carswell's work will provide a basis for additional faculty discussions this Fall.



Saturday Seminars . . .

Jane Mobley, “Writing in the Professions: The Unique Challenges within Architecture,” by Jeffrey A. Schutzler

Jane Mobley, president of Jane Mobley Associates, presented the first of a set of Fall, 1999 seminars dealing with writing as a tool in architectural management. According to Mobley, getting to the point and being concise and direct make up some of the most basic characteristics of good writing in business. In reflecting on her own transition from writing fiction to writing for business purposes, she proclaimed that she and her associates “were certain that our writing practices would send us straight to hell.” Architects need only understand that writing, like drawing and speaking, is merely a form of expression. She urged the seminar participants to be concise in reviewing her presentation.

Mobley emphasized a number of business-writing guidelines that are important to remember. Address the audience with appropriate tone, style, and format. The reader should always be able to answer the question “What’s in this for me?” Write with clarity... “Think big, write short!” Proofread everything. No architect would think of submitting drawings that had not been double-checked. Most importantly, realize people who can afford what you have to sell need larger type.

Charles W. Marsh, Jr., “Writing as a Form of Communication within a Design Organization,” by Scott Bingham

Corporate change initiatives, downsizing, international work groups, generational shifts... these are the types of challenges elevating employee communications to the forefront of today’s business concerns. In his Saturday morning seminar of September 18, 1999, Dr. Charles Marsh of the University of Kansas presented the findings of his ongoing research on successful employee communications.

With a focus on communication between supervisors and their subordinates, he stressed that strong leadership begins with vision and effective interaction which leads to motivated and directed employees. He called attention to a study which showed that job-seeking employees rank open communication as the most important factor over salary and stimulating work. Therefore, to gain and retain employees through the stormy waters of corporate change, every manager must effectively link the company values, missions, goals, and objectives when communicating with employees.

Marsh succeeded in relating these concepts to the communication challenges often found in design offices. He drew on his experience as a communication consultant for architectural firms to explain how a design philosophy and other elements of a firm’s identity can be incorporated into the mundane business documents that circulate within an office.

Carol H. Sindelar, “Effective Marketing Communications in Architectural Practice,” by Douglas B. Loveland

Clutter. Parity. Competition. These are all curse words in Carol Sindelar’s world. Her interactive seminar on effective marketing communication took place on October 9, 1999, and stressed differentiation, independence, clarity, and power. Without those qualities in your writing or your firm’s presentation materials, you’ll fade into the background. Forcing the seminar participants to chart a project proposal, she was able to rapidly synthesize a situation that closely mimicked the real world – three firms with few qualitative differences, striving for the same slice of work.

Distancing yourself from the others by any means possible—graphics, writing, design, presentation, and the critical follow-up—these communication strategies are at the center of Carol Sindelar’s world, and she gave the students an intense but valuable tour of this highly competitive world for three full hours.

Glen LeRoy, “Creating a Culture and Organization that Facilitate Good Design,” by Lee Svet

Glen LeRoy of Gould Evans Goodman Associates (GEG) opened the Spring 2000 Contemporary Issues series on “The Structure of Practice and the Practice of Design.” The organization of the firm and the use of design charrettes as a key differentiator were the primary topics of his discussion.

The organization of GEG across North America reinforces expectations of more traditional architectural practices. The firm is organized around the base businesses of large traditional firms: architecture, interior design, planning, landscape architecture, construction services, and more recent additions to traditional consulting, graphic design and information services. The firm fulfilled its 1992 vision by establishing a network of affiliates, all independent firms, in eight cities across the US and Canada. These offices share marketing materials and com-

Saturday Seminars (continued) . . .

puter networks. It was surprising that each firm is autonomous. While the offices have partners that bridge the management of the overall firm it appears that there is little else tying the offices together. As LeRoy noted, each office has its own distinct personality, office focus (design, service, construction management, etc.).

As another part of the corporate vision, LeRoy discussed work that balances “thresholds of growth,” such as university work and thematic retail with work that is the basis of financial security, such as AMC Theaters and the US Weather Service. The “bread and butter” work allows the firm to pursue design-oriented projects—projects that may not be as profitable.

The office staff in each location is structured around projects. The Kansas City office has a very flexible workspace to accommodate the structure. Furniture, equipment and computers can be moved anywhere in the building to create spaces and environments to support the needs of a particular project. Gould Evans Goodman has found that the ideal team size should be around 15 people. Once a group reaches a critical mass of 25 the decision is generally made to split the group.

One of the more interesting tools of the firm is the use of the traditional design charrette process as a key marketing lever. The benefit of this key component of the design process is twofold. It engages clients in the design process, building solutions around collaboration, information sharing and teamwork. The benefit to Gould Evans Goodman is the use of an existing service as a key marketing tool, the “production” of design. This allows the firm to create a level of differentiation from other traditional firms.

LeRoy outlined Gould Evans’ approach to the charrette process. The process is clearly laid out with the client; expectations are set and objectives are clarified. The process includes: deciphering what drives each client representative (focus group meetings and one-on-one sessions before the charrette); establishment of a client steering committee; setting up shop at the client’s location or site; and promotion of the design process as a celebratory experience (food!). A key caveat to the success of the design charrette is the belief that “a good idea doesn’t care who made it.” Rules of engagement are established at the onset of the charrette. The rules hold that all participants have input, each individual has 20 seconds to state an opinion and all ‘rangers and ravers’ are expelled. The GEG design team meets with the client representatives 6 to 7 times over a 3-day period. A trust level is established, which creates a more expedient way to reach a workable concept that both

the client and the firm can live with. A departure from traditional charrettes is the inclusion of cost estimating as part of the process. Communication skills are critical to the success of the charrette process—time is concentrated and it is important to share ideas clearly and succinctly with the clients, especially if you are going to be with them over the course of a three-day period! The firm has found that it needs to train young architects and designers in these skills.

LeRoy used the firm’s renovation of Rockhurst High School as an example of a successful project that incorporated design charrettes. Client representatives included students, faculty, staff and parents. Decisions were made in a collaborative fashion as a result of the charrette, decisions that may not have been possible without this portion of the design process. The Rockhurst example closed the session and clarified the Gould Evans Goodman approach to architectural design processes and organization.

Dale Mulfinger, “The Law Office as Model for Architectural Practice,” by Douglas B.

Loveland

Like Glen LeRoy, Dale Mulfinger is a practicing educator and an experienced practitioner. An urban planner by training, Mulfinger spent 10 years practicing urban design. His early work ranged from projects with the Boston-based Architect’s Collaborative to later design projects involving MX missile bases. Since 1976, however, Mulfinger has concentrated on one building type considered insignificant and/or unprofitable by a majority of architects—the custom-designed home. He formed his original partnership (Mulfinger and Susanka) in 1980. His current firm, SALA Architects has grown from two partners, alone, to 40 persons working with and under ten partner/owners. In addition, he has explored a unique structure for architectural practice. Actually, the structure (based on typical legal/professional firms) is not unique; the uniqueness is in its applications to architectural practice and the fact that it is seldom, if ever, used for such.

The development of the “horizontal” organizational structure seems to be almost a selfish act. The horizontal focus allows even very senior partners to continue to work directly with clients, staff, and projects on a level easily equated with that of an early project architect. It also allows expansion, both financially and physically, without sacrificing the meat-and-potatoes project contact each architect desires. And finally, it is an aggressive method of bringing forward junior staff and allowing/asking them

Saturday Seminars (continued) . . .

to help shoulder some of the burden of keeping a firm profitable and productive. Based on the nurturing showered by firms on young attorneys, the project architects at SALA all maintain their own client contacts, negotiate their own contracts and fees, and manage their residential projects from the cradle to the grave.

Without the overarching bureaucratic nightmare associated with vertical organization, the formula for financial success is simple: you get one-third of what you can convince the client you are worth on a project. Another one-third goes for overhead, and a final one-third goes into the communal profit-sharing pool. If you can convince a client you are worth 10% of construction costs, one-third of that goes directly to you and any team members you feel you need on the project. The overall leadership of the firm is vested in three partners on a rotational basis, and is divided up into Personnel, Finance, and External Affairs (marketing, etc). Just like all else, this populist approach keeps everyone connected to the core of the business, building excellent homes. But beyond the dollars and cents, this structure allows the senior partners to pass client maintenance and project initiation tasks to the same staff who will perform the rest of the project. It also allows the SALA partners and managers, including Mulfinger, to focus on being directly involved in as many architectural commissions as they feel they need to be.

With complete staff buy-in, a structure that concentrates on the development and eventual freedom of the staff, and full involvement in every financial aspect, the partners and staff have a unique handle on their performance, allowing SALA to succeed in a tight, small-margin residential market. And, by avoiding any single language dictated by a small group of designers, the architects can focus on exactly what the project calls for, and create personalized spaces for a very personalized project type. This approach, and the structure that makes it possible, is the quiet riot behind the success of SALA, and could be considered a quiet revolution of one in the field of architecture today.

Phillip Hofstra, “The Practice of Design,”

by **Ellyn Lester**

For Phil Hofstra of HOK’s Sports Facilities Group, design should be pervasive. In his seminar of April 8, 2000, Hofstra made it clear that every employee of the organization has the potential to be a designer, even administrative support personnel. It is a mind set, a way of looking at how things can be approached and accomplished. It is informed intellectual decision-making. What

thinking person is not capable of becoming informed, applying intellect, and making decisions?

In the field of architecture, design is at the core of what we do. Almost every aspect of the business of architecture can be outsourced; design is the one element that cannot be missing from the process. Accordingly, architecture firms must be dedicated to design and more specifically to a design mentality.

The first step toward reinvigorating design in an architecture firm involves removing design from the exclusive domain of “designers.” All too often, individuals who do not label themselves as designers, and who do not apply the manner of dressing and accessorizing associated with design, feel that design is off-limits. “I provide technical support,” thinks the typical intern, “and my efforts help the designer to realize his vision.” Hofstra would argue that architecture firms must change this mind set. As design becomes pervasive throughout the process, “design then becomes less and less elite, less and less removed from the everyday.”

Design is inherently valued by architects, but it can also bring financial value to the business of architecture. Hofstra used the marketing of salt as an example of how design can create value for a product or a service. Why does one consumer purchase Morton’s brand and another Topco? Many would say the consumer has been influenced by advertising to develop brand identification and loyalty. A designer might attribute the decision to the crisp white on dark blue graphics on the package. The key is that the “use value” of the product has not increased, but the consumer will pay a premium for the perception of quality associated with the well-designed graphic. This is “design value” in action; the consumer chooses the premium label product, which translates into millions of dollars over time.

The solution for architecture firms is not as simple, but it requires the same small choices made again and again. Designing instead of just producing, every time and everywhere. Eventually it can add up to millions.

Charles W. Marsh, Jr., “Brand Identity and the Marketing of Architectural Services,”

by **Douglas B. Loveland**

Branding is the process of establishing an identity for a product, of differentiating it from the competition, establishing its worth and purpose, and doing it all to the benefit of the client, the user. Dr. Charles Marsh, Professor at the William Allen White School of Journalism, University of

Saturday Seminars (continued) . . .

Kansas, spoke at length about branding services in the opening seminar of the Fall Semester, 2000. His presentation focused on the various ways a firm can establish a “brand identity” in the context of a marketing or public relations campaign. He also spoke about bringing that brand, once established, to the front of the pack, and establishing for it “top of mind” status—making it the first thing a client thinks of when looking at that type of product. Tissue is Kleenex, soda is Coke, and architecture is...?

One of the nuggets Dr. Marsh revealed early in his presentation is that it is very difficult to establish brand identity for a service. The concept is based on creating a mythology of irreplaceability—a feeling that this product and only this product will do the job. However, in a service industry like architecture the qualities of a generalist are usually the most successful ones—being able to perform anything the client might need.

Beyond creating a “brand identity,” Marsh spoke about other aspects of using a brand properly—brand networking, brand association, and then evaluating the effectiveness of your brand. Brand association is your brand’s relationships with ideas outside of itself or its ability to piggyback other products or ideas. The brand network is the network of ideas or other products with which your brand is associated. The brand network can actually be one of the more powerful parts of any marketing scheme. A brand can grow merely by association with other successful ideas and actually utilize marketing and “top of mind awareness” established for that other item. All of this is what locks your firm in place in the client’s mind and his/her mental map of the market. And finally, Dr. Marsh described an evaluation and analysis technique that evaluates various views of the branding and the product. The method compares the provider’s image of the service with the potential client’s view. This can tell a firm how well it understands the image of what’s being marketed. These perceptions can be ascertained through standard surveys using a variety of techniques. The key is to use the analysis to continue the process of improving the service as well as the client’s view of it.

Branding is a very common topic in the retail world; corporate America has used the practice for some time. Service industries have more of a challenge and therefore have not caught on quite as quickly. Marsh explained that the difficulty facing organizations attempting to brand services is that there are too many firms offering nearly identical services for each firm to claim and market a distinct service. The differentiation must lie in the way the work is done, or in the methods the firm uses to ensure quality.

All firms are different, the challenge is finding positive reasons why your firm is different and molding them into an identity that a client can appreciate. Those positives are your brand, and if they are strong enough to hold the potential client’s attention, they can be a very effective part of your overall marketing plan.

Kent Spreckelmeyer, “Incorporating Research and Practice in Architectural Education,” by Steve Davidson

Dr. Kent Spreckelmeyer presented the second Contemporary Issues Seminar of Fall, 2000 with a personalized view of current architectural education. From his vantage point as an educator, researcher and practitioner in the field, he expressed his belief that a widening gulf exists not only between the profession and the academic environment, as currently configured, but also between the actual educational experience of architecture programs and the conventional focus on research and attendant funding that drives universities.

The lack of a research agenda in the mind set of most architectural educators and the widespread absence of a grounding in research as exemplified by the technical “dumbing down” of professional journals and exacerbated by the lack of research funding, present an educational model which has a context based less and less in current reality. All this combines to create an information-poor profession.

Research is a necessary component for pushing boundaries, not to mention a financial imperative in a university environment. The community provided by the studio model isolates more than promotes the generation of useful information. “The ultimate danger,” Spreckelmeyer asserted, “is having the profession as a whole marginalized.” In support of this, he noted the discernible impact on how and to what degree architects experience satisfaction in practice. This is attributable, at least in part, to the disparity in consistent fundamental knowledge from the variety of programs available. He then went on to provide examples and models he considered successful.

The second portion of the presentation offered samples of past projects showing how research techniques can be applied to architectural design. Spreckelmeyer demonstrated how data collection and analysis and hypothesis testing could be applied to the problems architects face on a daily basis but usually end up resolving in a subjective manner. In many instances where measurements of human behavior and the dimensions and characteristics of settings

Saturday Seminars (continued) . . .

can be made, such as in the post-occupancy evaluation of a building, research methods are critically important.

Citing his own philosophy based on a collaborative, interdisciplinary studio teaching model, Spreckelmeyer offered hope in the fact that models are being developed to successfully address the aforementioned disparities. Overall, however, a cultural change has to occur in architectural education and schools need to start tracking the career paths of their graduates. Students need more diversity in their education to promote and encourage breadth of thinking, creative problem solving, individual design ability and collaborative work skills. The profession as a whole, meanwhile, needs to establish a better way of analyzing itself to promote, rather than interrupt, the post-college learning experience. The traditional tools and methods of transition are viewed as expendable. In the rush to implement technology to remain competitive, there is a risk of technology supplanting knowledge and further diminishing job satisfaction within the profession.

Tom Roberts, “Constructing and Following Intelligent Career Plans,” by John J. McClain

The third seminar of the Fall Semester featured Tom Roberts, Assistant Dean of the School of Engineering at Kansas State University and President of Upward Consulting. The seminar focused on three important aspects of career planning: assessing the playing field and positioning yourself; using evaluations for constructive purposes; and, setting appropriate and realistic goals that will allow a person to follow through.

Roberts began his presentation with a showing of the movie “Who Moved My Cheese?” followed by an interactive and lively discussion of how the issues raised in the film (based on the book by Spencer Johnson) frequently surface in design organizations. The reactions of the characters in the film were analyzed as standard responses to organizational change. The dynamics created by their reactions were assessed and each of the seminar participants had an opportunity to relate the film’s ideas to a particular experience at work.

The point of the exercise was to emphasize the gap between perception and reality, particularly with regard to how we assess business dynamics. To recognize the onset of change in an organization, one must be very sensitive to “indicators” in the workplace environment. One of the most important insights to emerge out of the discussion had to do with the significance of the entrepreneur in an organization—the person who provides the “cheese” or the

“stuff” for which employees compete. To move into a position of production, one might incur liability, might take on unusual risk, and might well achieve considerable rewards. For those who are unwilling to take chances, it’s important to remain at least connected in some way to risk-takers and to support them because the benefits of their activities often spill over to others.

Roberts then provided the seminar with several variations on employee evaluation forms. One evaluation form was based on Stephen Covey’s *Seven Habits of Highly Effective People*. The points of evaluation were grouped according to Covey’s “seven habits” and, clearly, the most significant grouping was the last or seventh habit which pulls together the first six. This characteristic, called “sharpening the saw,” has to do with flexibility, with personal conduct, and with one’s ability to energize and motivate others. I believe this to be the key to success in any personal or professional endeavor.

Roberts ended the seminar by focusing on goal setting. It became obvious that the previous parts of his presentation were organized for participants to examine their own processes of evaluating situations and for reviewing their ability to use criticism and advice. Roberts explained how individuals select specific stimuli that motivate their work performance but how the comfort provided by this process of selection can be restricting and limiting and how it can prevent a person from reaching longer-term career goals. As a natural conclusion, the participants were challenged to identify the things that are missing in their personal/professional lives and to devise plans for overcoming these deficiencies.

Tom Roberts succeeded in having the group reflect upon career choices, work habits, and personal preferences. He outlined a simple process for evaluating choices and for incorporating change. Although his seminar had broad and general applications, it was particularly relevant for designers. I sense many people in architecture seem to have chosen this profession by default. Seminars like this one help each of us to rediscover the enigma of creativity—the things that energize our lives and give ultimate purpose.

J. William Carswell, “Emerging Issues in Urban Design,” by Michael Coates

Many architects and planners believe they know what will cure the ailments of our urban environment. Of course what they know may differ among them, but each believes his prescribed design medicine, planning tonics

Saturday Seminars (continued) . . .

and creative remedies will heal the social and cultural ills of city development. In his Saturday Seminar of February 3, 2001, Professor Bill Carswell drew an interesting analogy between suffering a cold and urban design. His premise that decisions are based upon proven beliefs is illustrated in his approach to curing an annual cold by taking medicines with zinc. He cannot conclusively prove zinc cures a cold because there are too many other medical and outside factors which influence the healing process. It is his personal belief system that forms the basis for his choice of cold medicine. We all rely on personal beliefs to treat colds, just as architects and urban planners rely on them to plan a community. If this were not true, then why are there so many differing philosophical approaches to urban design? It is almost impossible to say any one model is the definitive answer in all cases.

Carswell offered an opinion that architecture and urban design are not the same, defining urban design as equity and efficiency and architecture as aesthetics and efficiency. I prefer, however, to consider them similar with a difference of scale. Urban design must integrate the requirements and issues of multiple clients such as developers, homeowners, government officials and the public. Architecture similarly involves multiple clients in the form of owners, staff personnel, maintenance workers and governmental officials. Urban design must consider and integrate such issues as transportation, function, topography, climate, utilities and culture. Architecture is concerned with the same issues, only typically at a smaller scale. I argue that urban design would be culturally shallow without aesthetics and architecture would be socially irresponsible without striving for equity among the people and issues involved.

As Professor Carswell noted, the practice of architecture and urban design is primarily taught through the examination of history. By examining the past, we learn of great buildings and spaces that helped define or reflect cultural and social aspects of society. Even though most of us in professional practice will never design a temple, pyramid or cathedral, we develop a peculiar reverence for them as icons of design excellence. I believe historical referencing should not be considered as merely a lesson for designing certain building types, but as a model for applying a process of design principles and encouraging innovative excellence to reflect our current social and cultural beliefs.

Turning the discussion specifically to Johnson County, Professor Carswell noted its similarity to a city-state having no boundaries. The suburban landscape has grown and

evolved over the years, but the basic underlying reason for existence has not changed. Residents seek a blend of city and country experiences, or at least they are striving for a taste of both worlds. Today's suburbs are often packaged and marketed, with a "sense of place" that is artificial and displaced. A suburb in Chicago, for example, is not much different from a suburb in Kansas City. As Carswell explained in closing his presentation, although some believe suburbs have eroded regional distinctions of the cities we live in and disrupted our sense of place, others might say they serve a vital role of easing transitions in a more mobile and placeless society.

Brian Collins, "Redeveloping the Urban Core" by Steve Davidson

Brian Collins of Dramora Consulting and former president of the Kansas City, Missouri, Economic Development Corporation presented the second in the Spring, 2001 series of Contemporary Issues Seminars. He began with an overview of the history of cities' involvement in the new age of development activism which followed World War II and was fed by a huge influx of federal dollars. Highlighting a strong, early Kansas City connection, he pointed to Al Harmon, the first executive director of the Land Clearance for Redevelopment Authority of Kansas City as having written the first Urban Renewal Act for President Truman. This happened at a time when international influences, especially modernism, were having a great impact on urban design and planning. Using examples from different cities, he described the naivete that preceded the identification of the modern tools of urban development. His point was that as agencies were becoming legally manifested to deal with the new issues of public financing and tax abatement, and as new legal frameworks were being devised to purchase and develop land, Kansas City occupied a unique position.

In referring to redevelopment efforts in Kansas City, Collins stated that "we (planners) are accused of being pragmatists...seeing a little bit of a flame and just trying to fan it and make it burn." He followed with a brief review of several of the larger projects in which he had been involved. This provided an overview of the scope and diversity of major local redevelopment plans as well as an idea of the many levels of complexity involved in such undertakings. Again, drawing on Kansas City, he held up the *Downtown 2000* plan, much of which has been realized in one form or another. *Downtown 2000* succeeded because of a realistic, pragmatic approach to identifying,

Saturday Seminars (continued) . . .

prioritizing and funding the individual components. He used examples such as the Quality Hill redevelopment to illustrate a successful scenario where an urban renewal district was created and a program was instituted to save historic structures and clear spaces for the building of apartments and town homes. Other major endeavors such as the Bartle Hall expansion, and the AT&T Town Pavilion project were also mentioned.

Collins' approach to redevelopment involves private as well as public-sector involvement. This aggressive approach sometimes results in an obstructionist response within the public sector. Collins recounted, with increasing dismay, a series of projects that suffered under the influence of a more conservative bureaucratic approach. His comments made it clear that no matter how talented a city's planning staff is nor how strong the base of funding for development might be, without appropriate political alignments and support, little can happen.

The final portion of Collins' presentation was devoted to identifying tools which can be used to spur economic development, with the River Front Redevelopment and the Power and Light District used as case studies. Collins was able to pinpoint specific areas where the Economic Development Corporation fell short. The candor was refreshing in clarifying the outcomes of the projects.

Through his experiences and recognition of the vast array of potential difficulties encountered in projects at this scale, Brian Collins provided numerous examples where compromise and adaptation enabled a positive outcome despite the obstacles. Today, Kansas City stands as much more livable city because of historic episodes when talented planners, motivated developers, and visionary politicians were able to work together and turn ideas into real, built projects.

Dean Palos, "Design Challenges on the Urban Fringe: Johnson County and the Plan for Oz," by Michael Coates

It is not surprising that Dean Palos, principal planner for Johnson County, believes urban planning is not necessarily limited to urban areas. Especially when one considers that Johnson County is predominately undeveloped land. Many of us familiar with the numerous subdivisions, apartment complexes, shopping centers, and business parks, may find it hard to believe Johnson County has 52% unincorporated areas with low densities. Palos tends to view urban planning in any context as "building better communities by minimizing uncertainty."

Referring back to Bill Carswell's view of planning as efficiency and equity, Palos defined "efficiency" as cheaper, better, and faster, but noted that only two out of the three are obtainable at one time. He added that "equity" is attempting to establish a sense of community that can be shared by all members of the community.

After discussing the goals and objectives of planning, Palos focused on how planning occurs and the important aspects of development plans. It was apparent during his presentation that analysis and research are critical to the community planning process. He provided a sampling of statistics used by planners in Johnson County. Demographic, economic and other types of data are used in determining infrastructure needs and potential zoning impacts.

The many aspects of planning including safety, health, efficiency and aesthetics must be successfully addressed to develop and sustain a vibrant community. Development of rural areas to higher densities requires construction of new highways and arterial streets along with expansion of sewer systems (safety and health). Minimizing impacts of future developments and preserving a positive visual appearance are crucial to the long-term viability of a community (efficiency and aesthetics). We are all familiar with large commercial development improperly sited and uncontrolled use of signs. Both contribute significantly to the decay of a community's sense of place.

Palos spent most of the seminar presenting a fairly comprehensive overview of the Oz project, from initial closure of the Sunflower ammunition plant to current proposals for development as a theme park. He used different aspects of the proposed Oz project to illustrate many of the issues he raised at the start of his seminar. What I found of particular interest was that not unlike other large-scale developments, many residents want to reap the benefits of increased tax revenue from Oz, but do not want development in their backyard. The biggest concerns tend to be increased traffic congestion and preserving the visual appearance of surrounding areas. What a difficult task it is to balance the need for fiscal stability with the desire for livable communities.

School of Architecture and Urban Design

Architectural Management/Kansas City

Fall 2001

For additional information on the University of Kansas Graduate Program in Architectural Management, please contact Michael Swann, Associate Dean, by e-mail (mmswann@ku.edu), by telephone 785.864.3180 or from Kansas City 913.897.8400, ext. 3180

Graduate Program in Architectural Management
School of Architecture & Urban Design
1465 Jayhawk Blvd. - 205 Marvin Hall
The University of Kansas
Lawrence, KS 66045
785.864.3167