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EDITOR'S NOTE

Upgrading Lists, Survey

THIS year we continue the tradition of the Texas Architect Practice Annual, formerly the TSA Handbook: As in previous years, the Practice Annual contains all the information that has made it and the Handbook indispensable. There are complete listings of TSAs officers, staff, and committees, and of the officers of the state's 17 chapters. There are also the TSA Bylaws, guidelines for committees, and information on the procedures and activities of such related organizations as the Texas Architects Foundation, the Texas Architects Committee, TSA Disaster Action, the Insurance Benefits Trust, and the state accredited schools of architecture. Government affairs are represented by listings for federal and state officials (including State Senators and Representatives and the heads of state agencies of interest to architects).

The Practice Annual also features the Guide to Professionals and Guide to Services and Products, starting on page 91. The companies listed there, along with the advertisers found throughout, support publication of the magazine, and we urge TA readers to think of them when specifying products and services.

The most-used part of the Practice Annual will probably continue to be the directories, with TSAs firms (starting on page 49) and membership (starting on page 67) listed for each chapter and indexed (firms by chapter, starting on page 45; members by chapter, starting on page 57).

Starting on page 42, we present the results of a survey of TSA membership, conducted in 1991 by distributing a two-page questionnaire through the TSA Report. TSA General Manager Ray Don Tilley compiled the results, and presents his analysis on page 42. In all, 281 people answered the questionnaire, an excellent response for a survey of this kind. The breakdown on page 42 shows demographic information about the respondents, including data on their ages, sex, firm compositions, and incomes.

The survey asks respondents to rate (on a scale from zero to four) the priorities of the different TSA programs, from legislative activities to the intern-development program, and then to rate what the respondents perceive to be the actual performance of those programs. The public image of architecture is also rated, along with the different professional organizations for influencing that image. Special sections in the survey are devoted to two of the major efforts of the TSA staff: the TSA Annual Meeting and Texas Architect. Finally, there is a section on CAD use by architects, sampling how many respondents use CAD and how many plan to purchase CAD equipment in the coming year.

The survey results show that, of 281 respondents, 98 percent read Texas Architect regularly (up two percent from last year). They rate TSA's priority third among TSA's programs, after legislative and political activities and tied with continuing education and intern development, putting the magazine ahead of such programs as the honers and graphics awards and even insurance benefits. With a performance rating of 3.2 (unchanged since last year), Texas Architect edges out legislative activities for a second year to take the top performance rating among TSA programs. Indeed, only TSA scored over 3.0 in the performance ratings, and the Practice Annual tied with legislative affairs for second.

The number of respondents who spend an hour or more with each issue doubled from last year (from five to ten percent), while the usage of the magazine increased, as shown by the number of times respondents said they referred back to TI issues. The survey also shows where we should focus on improvement: helping to improve the public image of the profession. This information will guide our plans for the next year and beyond.

Joel Warren Barna

April 1992 Volume 42 Practice Annual

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Masonry construction and union labor are too tough, too much. There, I've said it and I'm glad. Huts aren't supposed to be that strong, you know?"
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A. General
1. Read TSA Bylaws in Texas Architect Practice Annual concerning committees.
2. Read Texas Architect Practice Annual to become familiar with other committees that might overlap or share common interests.
3. Be careful in dealing with the public or media: leave this to the President and Executive Vice President. Report any requests for information outside of membership.

B. Committee Structure
1. Chairman should select committees (suggested average size five to eight members) from those who have an interest and are willing to serve on the committee. TSA may assign additional members.
2. Chairman should recommend members with the following qualifications, as well as others, in mind:
   (a) expertise in committee subject; (b) geographical representation on committee where possible; (c) variety in size and types of firms, as well as other factors; (d) involvement of at least one member who has not participated in a TSA committee before; (e) involvement of one associate member, if possible; (f) recommend members with a desire toward continuity, i.e. select some with a two-year commitment; also appoint a Vice Chairman (with advice and consent of Commissioner) as a possible Chairman for succeeding year. This appointment could be made three or four months into the committee year; (g) consider enthusiasm and interest along with experience as a criterion for selection; (h) local chapter chairs of comparable committees are encouraged to be members; (i) if a member does not participate on a regular basis, the member should be removed by the Chair, by letter with copy to Commissioner;

C. Resources
1. TSA staff on request will:
   (a) assign a staff person to each committee as a contact and resource to the TSA office; (b) help identify reports, other committee activities, etc., that might have an impact on committee efforts; (c) help identify prospective committee members; (d) help identify TSA members with special qualifications or resources that might be helpful to committee effort.
2. American Institute of Architects
   (a) Chair should communicate with Chairs of parallel national committees to take advantage of efforts on national level; (b) Chair or vice-chair are encouraged to be members of corresponding national committees; (c) through National AIA Directors, TSA staff, etc., Chair should determine if any local chapters have efforts that have parallel interests.

D. Goals
1. During the first committee meeting, the function of the committee should be discussed in detail.
2. The committee should next identify and establish goals. In setting these goals, the committee should bear in mind that:
   (a) stating the goal in positive language that uses strong, active verbs reduces the opportunity for misunderstanding; (b) articulating the objectives and recognizing changes and events within the overall plan enable the committee to pinpoint tangible progress en route to the desired goal(s); (c) setting realistic goals (with results that are tangible and visible) is preferable to setting abstract goals (whose purposes are ambigious and vague) because realistic goals encourage success; (d) defining goals clearly will lead to perceptible results that are easier to evaluate.

E. Reporting/Communication
1. Report quarterly to TSA concerning activities of committees along with any requested action of the TSA Board of Directors. Reports are to be made, on the form sent to you each quarter, at least 14 days prior to TSA board meeting.
2. Communication of committee efforts to members is extremely important. Discuss any efforts potentially of interest to membership with staff contact or commissioner. Remember (continued, page 24)
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Circle 12 on the reader inquiry card

(continued from "Committee Guidelines," page 22)
that the reason for forming an organization such as TSA is to share information about mutual professional interests.

F. Budgeting
1. Chairman must have their budget requests submitted to their respective Commissioners no later than July 1 in the year preceding their committee year. Requests for funds should be in a letter and should include: a) a description of the activity/project; b) specific goals/needs that would be met; c) anticipated benefits to the general membership and/or public; d) the month(s) during which the requested funds would be expended.

2. TSA funds are not available to reimburse committee expenses such as food, travel, or out-of-pocket expenses (including office, telephone, postage, stationary) associated with committee activities. However, upon request, the TSA office will assist in disseminating information to and in coordinating correspondence with committee and members and others relative to committee meetings, activities, and functions.

G. Scheduling
1. Committees should begin immediately after appointment and the Chairman should work toward achieving goals by third quarter. (Historically, the most productive work is performed in the first part of the year.)

2. Meetings should be held at least four times during the year or as appropriate for tasks/goals selected.

3. Meetings should be scheduled to allow all committee members to attend without undue penalty for geographical location. Suggest TSA headquarters conference rooms (Austin) and TSA board meetings (usually in a hotel with meeting rooms available). These rooms must be requested through TSA for scheduling.

H. Task Forces
The above guidelines apply to committees, but would apply to Task Forces with certain appropriate modifications.
Research and Development
James W. Larson
L.A. CAD
POB 14421
Austin 78761
512/928-2248

Function: To survey present and future technologies that impact the profession of architecture, and to develop programs for Texas architects that will better prepare them to meet the challenges of tomorrow.

Members: Tom McLean,Phillip Dye, David Driskill, Paul Sanders, Richard Linden

Student Liaison
Edith Piozas
Heind Miller, Inc.
300 Crescent Ct. #1750
Dallas 75201
214/671-5123

Function: To strengthen communication and understanding between architecture students and practitioners.

Members: Jean Marusek, David Zatopek, Michael Hopper, Martin J. Harms, Scott Perez, Robert Pirle, Kelly Foster, Rodney C. Hill, John Wright, Bruce Balvin, Aaron Farmer, Lynne Niebelink, Larry Doll, Franklin Leunt

Public Education
Jim Doche
Wilson/Doche Architects
1201 S. Taylor
Amarillo 79101
806/373-3342

Function: To create and develop programs and activities that promote appreciation of architecture, the built environment, and our natural and historic resources; and to promote careers in architecture.

Members: Boone Powell, FAIA; Allen McCre, FAIA; James F. Wheeler

Education Liaison
Peter Wood
College of Architecture
University of Houston
Houston 77204-4431
713/749-1181

Function: To develop programs and activities to strengthen communication, understanding, and mutual assistance among Texas architectural educators and practitioners.


Public Activities Commissioner
Robert Brooks
Houston
Vice President

Government Affairs
Randy Gideon
KVG Architects
1501 Ballinger
Fort Worth 76102
817/335-4991

Function: To recommend to the TSA Executive Committee and Board of Directors positions and initiatives related to state legislation and regulations affecting architects and the built environment; to relationships with elected and appointed officials of the state; and to procedures, owner-architect agreements, and general conditions utilized by state agencies and coordinating with national and local AIA components to enhance the effectiveness of architects’ governmental activities.

Members: Robert Brooks, Chuck Fields, Jr.; John Only Greer, FAIA; Morton L. Levy, FAIA; Jan Pittman; James D. Tistle, FAIA; James R. Wooten; Gaylord Armstrong; David Lancaster

Design Awards
Ray B. Bailey, FAIA
Ray Bailey Architects, Inc.
POB 6508
Houston 77265
713/524-2153

Function: To formulate and administer a statewide design awards program that recognizes and publicizes outstanding design representative of the work of Texas architects and to provide assistance for similar chapter programs.

Members: Chris Carson, Jay Frank, FAIA; Val Glitsch; John Kell, Jr.; James L. Mcgregor; Gerald L. Moorthy, FAIA; David Richter; Danny Samuels, FAIA; Mark Thomas Wollen

Publications
William Peck
Pierce Goodwin
Alexander & Linville
POB 130119
Houston 77219
713/577-5777

Function: To assist the TSA staff, with respect to Texas Architect and all other printed material, in strategic planning, formulation of goals and directions, review of published material, development of marketing programs; and the seeding of material for publication.

Members: Lawrence Connolly, Jeffrey Feuzer, Vincent Hauser, Gilbert Hoffman, Nestor Infavacion, Craig Kubicek, Rebecca Renfro, Mark Sciley, Ed Soltero, Dennis W. Stacy; Robert Steinboener

Honors
Gerald Bratz
Bratz/Thacker Architects
POB 2723
Longview 75606
903/236-3771

Function: To formulate and administer an awards program to recognize individual and organizational contributions to the architectural profession and the quality of the environment; to recommend recipients of awards for approval by the TSA Executive Committee or Board of Directors.

Members: Charles F. Harper, FAIA; Michael L. Johnson; Morton L. Levy, FAIA; Emily Little; Laurin McCracken; George E. Pierce, Jr., FAIA; Larry L. Priesmeyer
Bylaws
R. Stanley Bair, FAIA
R.S. Bair & Associates
8389 Westview
Houston 77055
713/461-7353

Function: To review changes in AIA Bylaws and to propose required changes in TSA Bylaws;
and to respond to requests of the Executive Committee for proposed changes to
TSA Bylaws.

Members: Ben F. Greenwood

Fellowship
James A. Clutts, FAIA
Harper Kemp Clutts &
Partner, Inc.
4311 N. Central Expwy.
Dallas 75204

Function: To work closely with AIA in disseminating to the membership instructions for preparing and submitting nominations for elevation to the College of Fellows of the AIA; to encourage and assist chapters and individuals wishing to make such nominations.

Members: John Only Greer, FAIA; Frank S. Kelly, FAIA; James D. Pfuger, FAIA

Young Professional Outreach
Bob Cotton
W.E. Simpson Co., Inc.
7023 San Pedro
San Antonio 78216

Function: To coordinate and support the efforts of chapters to identify and assist younger members and potential members in becoming involved in professional-society activities, and to develop and recommend programs to the Society that increase the involvement of young professionals.

Members: Mary Clutts, Elizabeth Louden, E. Sladyn Clark, Don Kuhla, Gary Weeter, Rafael Longoria, Jan Pittman, Jay Liese

Intern Development
James E. White
Texas Tech University
College of Architecture
Bldg. 42091
Lubbock 79409
806/742-3138

Function: To develop and coordinate the implementation of the professional "advisor" function of the "TBAE-NCARB IDP," and to coordinate and manage the IDP-related activities among the interns, TSA, AIA, TBAE, NCARB, and our accredited academic programs and their students.

Members: Chapter designates

Membership Services
David Messersmith
MWM Architects
1502 W. Texas Ave.
Midland 79701
915/682-4482

Function: To encourage licensed architects who are not members to join TSA and to encourage members to become more active in TSA affairs.

Members: Kim Burns, Kristi L. Koch, Rick Kvitonak, Monty N. Monson, Patrick L. Moore, Martha Murphy, David L. Wayland, Gloria Wise, John White, Tommy Parrett

Nominating
Bill D. Smith, FAIA
JPI Architects
3910 N. Central Expwy.
Dallas 75206
214/987-8000

Function: To nominate TSA officers and AIA directors, along with three persons to serve on the subsequent Nominating Committee.

Members: Jim Doche; Don Daugherity; Charles E. Harper, FAIA; James R. Wooten; Natalie Appel

Practice Commission
Donald E. Dickerson
Amarillo
Secretary

Practice Management
Walter J. Viney
JPI Architects
3910 N. Central Expwy.
Dallas 75206
214/987-4800

Function: To expose the membership to general information and specific techniques for improving financial and operations management.

Members: Steven R. Souter, Charles W. Croslin, Karol A. Kreymeyer, Michael E. Atchison

Indiscretion Industry Liaison
Mike Holeman
NAS Environmental
8171 Capital of Texas Hwy. N., 
Austin 78759
512/338-5700

Function: To work closely with representatives of related disciplines to promote joint legislative and governmental-affairs activities that will further the benefit of the design professions, and to identify and seek solutions to interprofessional problems and concerns.

Members: Ellen Berkeley, Daniel Barlow, Sherry Freeman, D.P. Ayyappan, Milton Schneekloth, Ralph Taylor, Jim Heek

Public Architects
Brian Rea
Friendwood Development Co.
233 Benmar #500
Houston 77522
713/783-7083

Function: To assess and address the needs and concerns of architects in government, corporate, and public-service positions; to coordinate TSA services, programs, and functions with public architects; and increase their participation in the Society.

Members: Alexander Brubacher, James Berry, Frank Glass, Thomas Hatch, Tony Thomasson, Ruben Robles, James Drewelis

Codes and Standards
James R. Wooten
James R. Wooten Associates
1319 Ballinger
Fort Worth 76102
817/336-6262

Function: To investigate the advantages and disadvantages relative to a state building code; to inquire, if appropriate, into the code that 'Texas should adopt; and to deal with code-related problems that arise.

Members: Jack Barleston, Lucia de Bauge, Robert Fowler, Mike Heights, Mike Holeman, James Larson, Thomas Parratt, Carroll Pruitt, Jim Sealy, David Lee Wayland, Kang-Cheng Wei, Nolan Willis

Professional Liability
Alan Fleischaker
12919 Trail Hollow
Houston 77079
713/827-0153

Function: To monitor and make recommendations regarding the Society's commissioned liability-insurance program, and to research the asbestos issue with liability-insurance carriers, pursuing avenues by which architects can embrace this area of service.

Members: Holly A. Fisk, FAIA; Charles E. Harper, FAIA; John Hawkins; Mark Lieber; Ray Leiker; Robert Messersmith; Keith Shuley; Steve Sproals
Architecture for Education
James A. Brady
TASB
POB 2947
Austin 78762
512/667-0222

Function: To focus on architect/school construction issues with other associations and to co-sponsor, with TASB/TASB, the Architecture for Education awards program
Members: Don Barlow; David Brown; Paul Kullman; Brad Plugg; Robert Mose; John Anderson; Tony Clement; FAIA; Richard E. Morgan; Jeff Potter; Philip Thacker; Gerald Horn; Tom Ashley III; Rodney Hill; Leonard Nordell; Pat Renfro; Allen Weymouth; David Waggoner; Paul Kimmel, FAIA

Architecture for Health
Craig Beale
HKS Inc.
1111 Plaza of the Americas N., LB 307
Dallas 75201
214/969-5590

Function: To promote the profession's position of leadership in programming, planning, and design of health-care facilities, and to communicate with the membership and to work with health-care-related agencies.

Architecture for Justice
Earle S. Alexander, Jr., FAIA
Pierce Goodwin
311 Third St. #200
San Antonio 78205
512/227-3335

Function: To promote excellence in design and professional services for correctional facilities, and to communicate with the national Architecture for Justice Committee and other correctional organizations and agencies.
Members: Jerry E. Hill, Norris D. Fletcher, Russell A. Megert, Roger J. Stewart, W. Gene Williams

Environmental Resources
David C. Lake
Lake/Flato Architects
POB 130131
Houston 77219
713/977-5777

Function: To encourage energy-efficient design; to recognize energy efficiency as an integral component of meritorious design; to oversee the statewide Energy Design Competition; to supply information concerning alternate energy realities to all Texas architects.
Members: Peter Pfeiffer, David Braun

Historic Resources
Carolyn Peterson, FAIA
Ford, Powell & Carson, Inc.
1138 E. Commerce
San Antonio 78205
512/226-1246

Function: To promote appreciation of Texas' architectural heritage and to aid state and local efforts to preserve and restore buildings of historic value.
Members: Robert E. Barnes; Stan Graves; Woodrow Alexander; John White; Patrick Rand; William Schnepf; Gerald Branz; Arthur Weinman; William Commer; Lennie Brown; Brenda Trett; Gordon Echols; Carl Griem; Norman Kowalek; Allen McGuire; FAIA; Jim Rome; Ben Terry; John Volls; Jack Green; Jim Steckel; Wayne Bell, FAIA; Woodfield Brown; Laurie Limbach

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Circle 33 on the reader inquiry card
Section 1. Name
The name of this organization is "The Texas Society of Architects." It is a state organization of the American Institute of Architects incorporated under the laws of the State of Texas and is referred to in these Bylaws as the "Society." The term "AIA," "Institute," "Chapter," or "Member of a Chapter" as used in these Bylaws shall refer to "The American Institute of Architects" as incorporated under the laws of the State of Texas ("AIA") and the various Chapters of the Texas Society.

Article II. Definitions
Section 1. Definitions
a. The term "AIA," "Institute," "Chapter," "Member," "Pan Member," or any other similar designations shall refer to "The American Institute of Architects" as incorporated under the laws of the State of Texas ("AIA") and the various Chapters of the Texas Society established or to be established in the future within the State of Texas.
b. Reference to "TSA," "Society," "Board," "Chapter," "Meeting," or any other similar designations shall refer to The Texas Society of Architects.

Article III. Objectives, Function, and Powers
Section 1. Objectives
The objectives of the Society shall be to organize and unite in fellowship the architects of the State of Texas to combine their efforts so as to promote the artistic, scientific, and practical efficiency of their profession; to advance the science and art of planning and building by advancing the standards of architectural education, training, and practice; to coordinate the building industry and to promote the profession of architecture to assure the advancement of the living standards of our people through their improved environment and to promote the profession of increasing services to society.

Section 2. Function
The Society shall function as the statewide representative of the Texas Chapter and Sections of the American Institute of Architects, membership of which is voluntary, to establish and maintain a uniform system of chapter membership and to coordinate the activities of the Chapters within the State of Texas.

Section 3. Admissions of Members
a. The only persons that may be admitted as a Member of the Society shall be those persons who have been accepted as Members of the AIA and are members of a Chapter of the AIA in Texas as defined herein.
b. Any person admitted as a Member of the AIA and assigned to a Chapter of the AIA shall be a Member of the Society.

Section 4. Admission Requirements
a. The only persons that may be admitted as a Member of the Society shall be those persons who have been accepted as Members of the AIA and are members of a Chapter of the AIA in Texas as defined herein.
b. Any person admitted as a Member of the AIA and assigned to a Chapter of the AIA shall be a Member of the Society.

Section 5. Termination of Membership
a. A Member, Associate Member, or Member Emeritus may resign from the Society without resigning from the AIA, or may resign the AIA and remain a member of the Society.

Section 6. Readmission to Membership
a. A Member, Associate Member, or Member Emeritus who has been admitted to membership and subsequently resigned may be readmitted by the Board.

Section 7. Privileges of Members
a. Members of the Society shall have certain privileges granted they are in good standing and that such privileges are not suspended.

Section 8. Representation
a. Representation at meetings of the Board shall be by any member designated by a vote of the Board.

Section 9. Section Meetings
a. Each Chapter shall hold at least two meetings per year of its members.

Section 10. Annual Meeting
a. The Annual Meeting of the Society shall be held at the time and place fixed by the Board.

Section 11. Special Meetings
a. A Special Meeting of the Society may be called at any time by the President, or by resolution adopted by a majority of the Board of Directors.

Section 12. Quorum
a. A quorum for the transaction of business at any meeting of the Society or any committee thereof shall consist of at least one-third of the voting members.

Section 13. Amendments to Bylaws
a. Amendments to these Bylaws may be adopted by a vote of two-thirds of the voting members.

Section 14. Termination of Membership
a. A Member, Associate Member, or Member Emeritus who has been admitted to membership and subsequently resigned may be readmitted by the Board.

Section 15. Rights and Powers
a. The Society shall have the right to create, maintain, and control its own affairs and property and to carry on its affairs and property in any manner it may deem proper.

Section 16. Purpose
The purpose of the Society shall be to promote the scientific, educational, and professional interests of its members and to advance the practice of architecture.

Section 17. Board of Directors
The Board of Directors shall consist of seven members elected as provided herein.

Section 18. Officers
The Officers of the Society shall be selected by the Board as provided herein.

Section 19. Powers of the Society
The Society shall have the power to do all acts necessary and proper to carry out the purpose for which it was organized.

Section 20. Amendments to Bylaws
The Bylaws of the Society may be amended by the Board as provided herein.

Section 21. Termination of Membership
A Member, Associate Member, or Member Emeritus who has been admitted to membership and subsequently resigned may be readmitted by the Board.

Section 22. Rights and Powers
The Society shall have the right to create, maintain, and control its own affairs and property and to carry on its affairs and property in any manner it may deem proper.
reorganize them as their member delegate by proxy, but no delegate shall represent more than one Chapter other than the delegate's own. Every delegate shall hold a proxy for any other Chapter.

2. The number of member delegates entitled to be accredited to represent the Chapter shall be determined by the Secretary, whereupon the Secretary shall certify to the Chapter the number of delegates entitled to represent the Chapter at the annual national AIA convention.

3. Selection of member delegates from each Chapter shall be made by the President or Secretary of the Chapter, who shall present to each member delegate a credential card furnished by the Secretary.

Section 6. Credentials Committee

The Board shall appoint three members qualified as delegates to act as Credentials Committee of the meeting. The Credentials Committee shall be responsible for the selection of members to the Board after receiving the votes cast by the member delegates.

Section 7. Action on Decisions

a. Unless these Bylaws otherwise require, any action or decision of a meeting shall be by a majority of the delegates voting, except as otherwise provided by the Articles of Incorporation or by these Bylaws.

b. The President shall preside at meetings of the Society, its Board, and the Executive Committee.

c. The President-elect shall assume the duties of the President in the event of the latter's absence, disability, resignation, or death. The President shall act as chairman of the Board and Directors and the Committee Chairman of TAMA Committees in coordinating the appointment of committee members. Each chapter shall assist in maintaining the organization of these committees.

d. The Vice-president: There shall be four Vice-presidents elected at the Annual Meeting, three of whom shall be elected for one year and one Vice-president shall be elected for a two-year term. The Vice-president for one year shall be elected in the same manner as the other three.

e. The Secretary: The Secretary shall be responsible for the financial affairs of the Society. The Secretary shall have custody of the necessary records, shall prepare minutes, collect for and have custody of Society funds and make disbursements thereof, shall have custody of its securities and its property, and shall make periodic financial statements for guidance at Board meetings.

f. The Treasurer: The Treasurer shall be responsible for the financial affairs of the Society. The Treasurer shall have custody of the necessary records, shall prepare minutes, collect for and have custody of Society funds and make disbursements thereof, shall have custody of its securities and its property, and shall make periodic financial statements for guidance at Board meetings.

Section 8. Reports at Annual Meetings

The President and Treasurer of the Society shall make an annual report, in writing, to the Annual Meeting. The President's report shall be a part of the records of the Board, the Executive Committee, and regular and special committees.

Article IX. Officers, Executive Committee, and Board of Directors

Section 1. Officers

The Society shall consist of a Secretary, a Treasurer, the President, the Vice-presidents, a President-elect, and a President Emeritus.

The election of Officers

1. Officers shall be elected by the member delegates at the Annual Meeting of the Society.

2. Nominations for the offices of President-elect, the President, the Vice-presidents, a President-elect, and a President Emeritus shall be made by the Nominating Committee and filed with the Secretary of the Society before six weeks prior to the Annual Meeting. Nominations may be made by any Chapter, signed by the President and Secretary of the Chapter, if filed with the Secretary of the Society before six weeks prior to the Annual Meeting. Nominations may be made by the Members, Associate Members, and Members Emeritus at the Annual Meeting.

3. Members of Chapters of which the President-elect is a Member may not be nominated for any office.

4. If there is only one nominee for any office, the Secretary shall be directed to cast a ballot for the full number of votes cast in the meeting for the office in question, whereupon the President shall declare the nominee to be elected by acclamation.

5. Otherwise the name of each nominee for each office shall be placed by the Secretary on ballots according to the vote cast in the meeting.

6. The President shall appoint from nominees qualified to vote at the meeting three tellers who shall count and tabulate the votes cast for each nominee and immediately notify the Secretary thereof.

7. The nominees for the offices of President-elect, Treasurer, and Secretary shall receive a plurality of votes cast to be elected to those offices. The nominees for the four offices of President-elect, President, Vice-presidents, and Secretary shall receive a majority of votes cast to be elected thereto.

8. The President-elect shall, upon expiration of his term of office, become President. The President-elect shall preside at the meeting and shall declare all elections.

9. The Secretary shall act as chairman of the Board and Directors and the Committee Chairman of TAMA Committees in coordinating the appointment of committee members. The President shall assist in maintaining the organization of these committees.

10. The President shall perform the duties incident to the office, those required to be performed by law and these Bylaws, and those duties required to be performed by the Articles of Incorporation of the Society, with such assistance as is granted by the Board of Directors.

The Secretary of the Board shall hold the meeting immediately preceding the expiration of the term of office of the retiring Director.

11. The term of office of Chapter Directors and Alternate Directors shall be two years running concurrent with the fiscal years of the Society.

12. The term of office of AIA Directors shall be three years or as otherwise provided by the TAMA Bylaws, unless the Director is elected to fill a vacancy in another term of office.

13. The President-elect shall remain until the next Annual Meeting at which time a new President-elect shall be elected by the Society at the Annual Meeting immediately preceding the expiration of the term of the retiring President-elect.

Section 2. Vacancies

Should a vacancy occur in any office of the Society other than the office of President or President-elect, or should a vacancy occur for AIA Director, and for reasons other than those of the regular expiration of a term of office, it shall be the duty of the Board, by roll call vote at any meeting of the Board or by letter ballot to fill the vacancy for the unexpired term of office. Any vacancy in the office of President, Vice-president, or any member of the Board of Directors as set forth herein shall be filled by the Board at any time, by roll call vote at any meeting of the Board, or by letter ballot, as the Board shall determine in the unexpired term of a President and shall be derived from the regular full terms for which he or she was elected.

Section 4. Delegate to Institute Convention

The Society shall dispatch the representation at the Annual Convention of American Institute of Architects in accordance with Institute Bylaws relating to Regional Organizations. Such delegates shall be nominated by the Nominating Committee and elected by the Board. The Board shall select delegates for whom it shall be the duty of the Board, by roll call vote at any meeting of the Board, or by letter ballot, as the Board shall determine.

Section 8. Optional Election Procedures

a. The Board of Directors shall have the authority to fill any vacancy in the Board by letter ballot in those cases where it is determined that the election of a Director is necessary by the Board. The Board of Directors shall also have the authority to fill any vacancy in the Board by letter ballot in those cases where it is determined that the election of a Director is necessary by the Board.

b. Notice of each meeting of the Board shall be served by the Secretary to each member of the Board not less than five days before the date of the meeting and a quorum of the members of the Board present in person or in writing shall be held at any meeting. Minutes of the meetings shall be recorded by the Secretary and copies shall be sent to each member of the Board within thirty days after the meeting, and meetings shall be approved by the Board or corrected to meet its approval.

c. A majority of the members of the Board shall constitute a quorum for the transaction of business. All decisions shall be by majority vote of those members present except where otherwise provided by the Bylaws.

Section 2. Meetings of the Executive Committee

The Executive Committee shall be composed of five Members, Associate Members, and Members Emeritus of the Society, two of whom shall be appointed by the Board and three of whom shall be elected by a majority vote of the members of the Society at the Annual Meeting. The meeting shall be held at least twenty-four hours before any meeting of the Board. Attendance by a majority of the members of the Executive Committee shall constitute a quorum to take any action.

Section 3. Board of Directors

1. The Board of Directors shall hold four times a year a time and place fixed by the Board. One of the regular meetings shall be held shortly before or after the first of the year at which time the Board shall be appointed, organized, and the general plans and policies determined for the succeeding year.

2. Special meetings of the Board shall be held on the written request of the President, or if voted by the Board or on written request of a majority of the Board. At such special meetings only business which is stated in the call of the meeting shall be transacted.

3. Notice of each meeting of the Board shall be served by the Secretary to each member of the Board not less than five days before the date of the meeting and a quorum of the members of the Board present in person or in writing shall be held at any meeting. Minutes of the meetings shall be approved by the Board or corrected to meet its approval.

4. A majority of the members of the Board shall constitute a quorum for the transaction of business. All decisions shall be by majority vote of those members present except where otherwise provided by the Bylaws.

Section 4. Nominating Committee

The Nominating Committee shall be composed of five Members, Associate Members, and Members Emeritus of the Society, two of whom shall be appointed by the Board and three of whom shall be elected by a majority vote of the members of the Society at the Annual Meeting. The meeting shall be held at least twenty-four hours before any meeting of the Board. Attendance by a majority of the members of the Executive Committee shall constitute a quorum to take any action.

Section 5. Administrative Policies Committee

The Board shall adopt all policies which shall be necessary for the successful conduct of the business of the Society. The Board shall adopt all policies which shall be necessary for the successful conduct of the business of the Society.

Section 6. Annual Meeting

The annual meeting of the Society shall be held at the Annual Meeting of the American Institute of Architects in accordance with TAMA Bylaws. The annual meeting of the Society shall be held on the date fixed by the Board for the Annual Meeting of the American Institute of Architects. The annual meeting of the Society shall be held on the date fixed by the Board for the Annual Meeting of the American Institute of Architects.

Section 7. Membership of the Board

1. The Board of Directors shall hold four times a year a time and place fixed by the Board. One of the regular meetings shall be held shortly before or after the first of the year at which time the Board shall be appointed, organized, and the general plans and policies determined for the succeeding year.

2. Special meetings of the Board shall be held on the written request of the President, or if voted by the Board or on written request of a majority of the Board. At such special meetings only business which is stated in the call of the meeting shall be transacted.

3. Notice of each meeting of the Board shall be served by the Secretary to each member of the Board not less than five days before the date of the meeting and a quorum of the members of the Board present in person or in writing shall be held at any meeting. Minutes of the meetings shall be approved by the Board or corrected to meet its approval.

4. A majority of the members of the Board shall constitute a quorum for the transaction of business. All decisions shall be by majority vote of those members present except where otherwise provided by the Bylaws.
subcommittees. The establishment, activation, or deactivation of any Society Committee shall be determined by the majority vote and consent of the Executive Committee.

b. Composition: Each committee shall consist of a CHairman and members with terms of office of one year. However, they may be appointed by the President with the advice and consent of the Board.

c. List of Committees: A current list of Regular Committees shall be attached, as an appendix. The number and type of committees shall be fixed annually by the President with the advice and consent of the Board such list shall be distributed to each member of the Society.

Section 5. Special Committees

The Society may establish Special Committees as may be required to carry out projects not coming in the field of the Committees mentioned in Article XII. The nature of the Special Committees shall be for the duration of the special task assigned to them, but shall not extend beyond one year. The Society shall have the option to re-establish such committee by the President and the Board.

Article XII. Committees

Section 1. Committees

a. Authority: The Society may establish Committees to act as supervisory and liaison agents for the American Institute of Architecture of the Society.

b. Composition: Each Committee shall consist of one to three members, appointed by the Board, of which one must be a member of the Executive Committee, provided that such member of the Executive Committee need not serve as Chairman of the Committee unless so appointed by the President of the Society.

c. Term of Office: The term of office of the members of a Committee shall not exceed one year and that term shall coincide with the term of the President of the Society.

d. Number and Type: The number and type of Committees may be similar in size and function to those of the national AIA Committees.

Article XIII. Finances

Section 1. Fiscal Year

The fiscal year of the Society shall begin on the first day of January and end on the thirty-first day of December of each year.

Section 2. Amount of Dues

a. Authority to Change Amount of Regular Dues: The Board may change the amount of dues at any regular meeting, by a simple majority of members present and voting, affect a change which shall be effective beginning January 1 of the consecutive year.

b. Schedule of Dues: A schedule of current Regular Dues shall be attached as an appendix and shall be an integral part of these Bylaws.

c. Supplemental Dues: In addition, every member in good standing of the American Institute of Architecture shall charge to him the amount of dues as calculated by using administrative and financial resources, the dues of the Society; and shall pay such amounts as may be required to keep the Society in good standing.

Section 3. Duties of the Society

a. All dues shall be for the fiscal year of this Society and shall be payable at any time of the current year.

b. If any member shall fail to pay any part of his dues for the current year within 60 days after the due date, his membership shall be terminated.

c. Each Member, Associate Member, and Professional Affiliate of this Society shall pay such dues and be subject to the same penalties as is provided in the preceding paragraph.

d. The Society shall have the power to collect amounts due and to recover the same by legal process.

Section 4. Method of Payment of Dues

a. All dues shall be paid by check, bank draft, or money order.

b. Any member who is delinquent in the payment of his dues shall be liable for all costs and expenses incurred by the Society in collecting the same.

Section 5. Revision of Dues

a. In exceptional instances and for which it deems adequate cause, at its own instance or upon request of a Chapter or Section of a Chapter, the Board may make changes in the amount of dues charged to any member, Associate Member, or Professional Affiliate in whole or in part.

b. The Board may, upon recommendation of the President, authorize the President to make such changes in the amount of dues charged to any member, Associate Member, or Professional Affiliate in whole or in part, and such changes shall become effective on the first day of the next month following the date of action.

Section 6. Exemption from Dues

A member exempt from paying dues to the Society shall be permitted to pay such amount as he may determine, and no member shall be required to pay dues to the Society.

Section 7. Reorganization

In the event of a reorganization of the American Institute of Architecture, the Board may, in its discretion, make such changes in the amount of dues charged to any member, Associate Member, or Professional Affiliate as it may deem necessary.

Section 8. Annual Budget

A. The budget of the Society for the fiscal year shall be adopted by the Board at its meeting held in December of the preceding year.

B. The budget shall be subject to the approval of the Society at its meeting held in January of the next year.

C. The budget shall be subject to the approval of the Society at its meeting held in February of the next year.

D. The budget shall be subject to the approval of the Society at its meeting held in March of the next year.

E. The budget shall be subject to the approval of the Society at its meeting held in April of the next year.

F. The budget shall be subject to the approval of the Society at its meeting held in May of the next year.

G. The budget shall be subject to the approval of the Society at its meeting held in June of the next year.

H. The budget shall be subject to the approval of the Society at its meeting held in July of the next year.

I. The budget shall be subject to the approval of the Society at its meeting held in August of the next year.

J. The budget shall be subject to the approval of the Society at its meeting held in September of the next year.

K. The budget shall be subject to the approval of the Society at its meeting held in October of the next year.

L. The budget shall be subject to the approval of the Society at its meeting held in November of the next year.

M. The budget shall be subject to the approval of the Society at its meeting held in December of the next year.

Section 9. Expenditures

A. The Treasurer shall deposit all funds of the Society in a depositary established by the Board. Checks for the withdrawal of such funds shall be signed by the Treasurer and countersigned by the President and the Board, in accordance with the Bylaws.

B. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

C. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

D. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

E. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

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O. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

P. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

Q. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

R. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

S. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

T. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

U. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

V. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

W. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

X. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

Y. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.

Z. The Treasurer shall keep a separate record of all expenditures and shall submit a report of such expenditures at each meeting of the Board.
General Article I. Name
The name of this organization shall be the Texas Architectural Foundation, hereinafter referred to as the Foundation, a non-profit corporation.

Article II. Purpose
The purpose of this Foundation is to provide for the support of architectural education in Texas through financial aid, grants, and scholarships awarded to individuals, schools, programs, and students, and to receive, manage, expend, and sell property or funds to carry out this purpose.

Article III. Regulation
The regulations of the Foundation's business and the conduct of its affairs shall be determined by its Constitution and Bylaws and as they are from time to time amended.

Article IV. Office
The principal office of the Foundation shall be located in Austin, Texas.

Article V. Directors
The Board of Directors of the Foundation, hereinafter referred to as the Board, shall be the official Officers and Directors of the Texas Society of Architects, the Trustees, the Foundation, and the Officers Emeritus, the principal administrator of each of the accredited schools of architecture in Texas, and any other individuals elected by the Board who have demonstrated unusual interest in the affairs of the Foundation. The Board shall meet as necessary to consider matters related to the activities of the Foundation and to act on the business of the Foundation as required by the Constitution and Bylaws.

Article VI. Trustees
The Trustees of the Foundation shall serve as the Executive Committee, and shall have full power and authority to manage, control, invest, re-invest, and expend the assets of the Foundation in any manner determined necessary or desirable under the purpose and regulation of the Foundation. The Trustees shall consist of six former Texas Society of Architects Presidents elected by the Board, each to serve a six-year term with two terms expiring every other year; the TSA President-elect; the TSA President; the principal administrator of one of the accredited schools of architecture in Texas, to serve a two-year term; and the TSA Executive Vice President.

Vacancies among the Trustees shall be filled by the Board by vote at the next regularly scheduled Board meeting, regardless of how or when the vacancy occurs.

Article VII. Trustees Emeriti
Trustees Emeriti of the Texas Architectural Foundation shall be those Trustees whose terms have expired. Trustees Emeriti shall be entitled to attend all meetings of the Foundation, participate in its deliberations, and attend the annual meeting of the Foundation. Trustees Emeriti have the right to attend meetings of the Board, regular or special, but shall not vote on such meetings.

Article VIII. Officers
Officers of the Foundation shall be elected by the Trustees from their membership. The Officers shall consist of a President, Vice President, Treasurer, Secretary, and such other officers as the Trustees may determine. Each Officer shall be elected for a term of one year and until his or her successor has been duly elected. Each Officer shall perform the duties generally ascribed to such office. Vacancies in any office may be filled by the Board.

Article IX. Services
No Member, Director, Trustee, or Officer of the Foundation shall receive compensation or derive any direct benefit from the Foundation. This prohibition shall not preclude any Director, Trustee, or Officer from being reimbursed for actual and authorized expenses incurred in the performance of their duties required by the Foundation.

Article X. Meetings
The Board shall hold at least one regular meeting each year. The time and place of such meeting shall be designated by the President of the Board at least thirty days in advance and notice thereof shall be mailed to each member of the Board not less than twenty days prior to such meeting. The Board may hold such other special meetings as the Foundation President or the Board may deem necessary or desirable. Notice of special meetings shall be mailed to each member of the Board not less than ten days before such meeting.

Article XI. Quorum
The quorum for the transaction of business at any regular or special meeting of the Board or Trustees shall consist of a majority of the entire membership.

Article XII. Rules and Order
Except as may be otherwise indicated by the Constitution and Bylaws, the procedures prescribed in Robert's Rules of Order shall be followed.

Article XIV. Authority
The Board and the Trustees shall have complete power and authority to manage the affairs, property, and business of the Foundation for the accomplishment of the purpose for which the Foundation is constituted and chartered, and to make, execute, enforce, and rescind such rules and regulations as may be necessary for the proper management of the affairs of the Foundation.

Article XV. Operations
In order to carry out its purpose and objectives, the Foundation shall continuously seek and obtain gifts, donations of funds or property from numerous and various sources, manage such assets as are assembled and prudently as possible, and disburse them in a responsible and accountable manner.

Reserve or endowment funds of the Foundation shall be invested in a prudent manner by the Trustees. Operating or endowment proceeds of the Foundation shall be maintained in financial institutions approved from time to time by the Trustees.

The operating year for the Foundation shall begin on a calendar year basis from January 1 through December 31.

The books and accounts of the Foundation shall be audited by an independent accountant at least once each year, a copy of which shall be made available for inspection by any donor or member.

The President shall have the authority to appoint such committees as are deemed necessary or desirable to carry out the purpose of the Foundation.

Article XVI. Removal of Trustees
Any Trustee may be removed at any time by a majority vote of the Board of Trustees present, and the Board of Trustees may remove any Trustee from office at any meeting.

Article XVII. Amendment
This Constitution and Bylaws may be amended by unanimous vote of the Board of Trustees at any regular or special meeting of the Board of Trustees, provided that a notice stating the purpose of such proposed action and a copy of the proposed action shall be sent to each Board Member not less than thirty days prior to the meeting at which the proposed action is to be voted.

Article XVIII. Dissolution
Should this Foundation for any reason be dissolved, its property and funds and all of the assets therein owned by the Foundation, after the payment of all Foundation debts existing at the time, shall be transferred equally to the accredited schools of architecture in Texas, or if there be none, to a charitable, non-profit organization having a similar purpose to that of this Foundation.

Funding
The long-established goal to obtain a minimum capital asset value of $100,000 prior to the provi-
Texas Architect Practice Annual 1992

Awards and Scholarships

(Telexing is an alphabetical list of the scholarships and fellowships administered by the Texas Architect Foundation.)

Abilene Chapter/AIA Scholarship Fund
Established in 1987, this annual $300 grant is awarded to a deserving upper-level undergraduate student in the Abilene area. The goal of the Abilene Chapter/AIA is to increase this annual $1,000 scholarship. The 1991-92 recipient is Thomas R. Anderson.

Charles R. Adams Scholarship Fund
Begun several years ago by the Fort Worth Chapter/AIA in memory of Charles R. Adams, this $1,000 scholarship is awarded to a deserving upper-level undergraduate student in his or her fourth year or later in the School of Architecture at the University of Texas at Austin. This year’s recipient is Brian Glass.

Association Admissions Consultants, Inc., Scholarship
An endowment fund of $25,000 has been established by Association Administrators & Consultants, Inc., of Irvine, Calif., administrators of the Texas Architect Foundation. This fund is used to provide scholarships to students with a high expectation of academic success.

El Paso Chapter/AIA Scholarship Fund
The initial investment for this fund was made in 1989 and is awarded to a third-year (or higher) student enrolled in the School of Architecture at the University of Texas at Austin. The 1991-92 recipient is Jennifer M. Mott.

The Featherlite Corporation Grants
In 1947 the Featherlite Corporation established an annual grant to each of the six accredited professional schools of architecture. This grant has changed the type of gift, believing that a scholarship would be more beneficial use of these funds for the architectural programs. Consequently, the Featherlite Corporation has decided that its funds will begin again annually when endowment has been achieved. The 1991-92 recipient is Yvonne Sue Gresens.

The A.S. Megert Memorial Scholarship
Established in 1987, this $500 scholarship is awarded to a student who is pursuing a professional degree in architecture. In 1991-92, this $500 scholarship is awarded to Diana Dierholz.

The M. R. Maitland Scholarship
Established in 1981, this $1,000 scholarship is awarded to a student who is pursuing a professional degree in architecture. The 1991-92 recipient is Yvonne Sue Gresens.

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University of Houston College of Architecture
Peter Wood, Dean
Houston 77204-4431, 713/749-1181
State institution; Degrees offered: B.S.P.E., B.Arch., M. Arch. (professional and post-professional); Tuition/fees per year (average in-state): $9,300, Administration: John Casharain, PAIA, chairman of graduate admission committee; William J. Connelly, PAIA, chairman of graduate committee; Size of student body: 520; Size of faculty: 24 (including visiting professors and lecturers); Research program: Advanced Visualization Lab; Internship program: Rice Pre-college Program; students in the B.Arch. program, having been offered to the B.Arch. program, may work for up to 12 months in the office of a selected practitioner; Student organizations: AIAS, Tau Sigma Delta.

University of Texas at Austin School of Architecture
Hal Bow, PAIA, Dean
Austin 78712, 512/471-1922
State institution; Degrees offered: B. Arch., M. Arch., B. Arch./B.S. Arch., B. Arch./B.L.A. B.S. Arch. Studies, M.S. Community & Regional Planning, M.S.C.R.P./Ph.D., Geography, M.S. Architectural Studies, Tuition/fees per year (average in-state): $1500; Administration: Hal Bow, PAIA, Dean, Lawrence Huse, Associate Dean, Larry Dell, Assistant Dean; Students: 125, Undergraduate, 180 graduate architecture, 75 graduate planning, Faculty: 23 full-time, 15 part-time, 15 teaching assistants; Research programs: Transportation, Historic Preservation, Energy in Buildings, Computer Simulation, Urban Design, Internship (optional): Professional residency program, European study program, Japan tour program; Student organizations: AIAS and APA.

Rice University School of Architecture
E.O., Box 1982, Houston 77251
711/327-4044
Private institution; Degrees offered: B.A., B. Arch., M. Arch., M. Arch. in Urban Design, D. Arch., Tuition per year: $8,500 undergraduate, $9,500 graduate; Administration: John Casharain, PAIA, chairman of graduate admission committee; William T. Canady, PAIA, chairman of graduate committee; Size of student body: 250; Size of faculty: 24 (including visiting professors and lecturers); Research program: Advanced Visualization Lab; Internship program: Rice Pre-college Program; students in the B.Arch. program, having been offered to the B.Arch. program, may work for up to 12 months in the office of a selected practitioner; Student organizations: AIAS, Tau Sigma Delta.

University of Texas at Texas A&M College of Architecture
Martin J. Harms, Dean
Box 420914
Lubbock 79414, 806/742-3166
State institution; Degrees offered: B. Arch., M. Arch., A. Pro. Options: Structures; Design with concentrations in Urban Design, Architectural History/Historic Preservation, Architectural Delination, Didal R. Arch./B.S. degree in Civil Engineering, B.Arch/Bachelor of Business Administration, B. Arch./MBA; we administer the M.A. in Land Use Planning, Management, and Design; Tuition/fees per year (average in-state): $1500; Administration: Martin J. Harms, Dean, Bill Felty, Associate Dean-Undergraduate; Michael Jones, Associate Dean; Graduate Studies and Research; Size of student body: 755 undergraduate, 30 graduate; Size of faculty: 29 full-time, 2 part-time, 7 graduate assistants; Research programs: The Applied Planning Research Institute for Municipalities, Environments, and Regions; Institute for Urban Studies International; Internship program: Optional, highly recommended between fourth and fifth years; Student organizations: AIAS, Tau Sigma Delta, Society of Architectural Historians, Knights of Architecture, Women in Architecture.

Texas A&M University College of Architecture
Walter V. Weller, Dean
College Station 77843, 409/845-1221
State institution; Degrees offered: B. Environmental Design, M. Arch., M.S. Arch.; Ph.D. Arch.; Other degrees offered by College: B. Construction Science, B. Landscape Architecture; M.S. Construction Management; M.S. Land Development; M. Landscape Architecture; M. Urban Planning; Ph.D. Urban and Regional Science; M.S. Visualization Science; Tuition/fees per year (average in-state): $1249; Administration: Walter V. Weller, Ph.D., John J. Grignon, Associate Department Head, Architecture, Dale G. Perry, Ph.D., Department Head, Construction Science; Alan L. Statter, M.S., Landscape Architecture and Urban Planning; Frances E. Downings, Ph.D., Associate Dean for Academic Affairs; Rodney C. Call, Associate Dean for Student Success; Jesus B. Hinojosa, Associate Dean for International Programs; Roger W. Hulick, Associate Dean for Research; Ward W. Wells, Assistant Dean for Planning and Administration; Size of student body: 1,200 undergraduate, 250 graduate; Faculty size: 125; Research Programs: CRSS Center for the Study of Leadership, Management, and Innovation in the Design and Construction Industries; Center for Housing and Urban Development; Regional Daylighting Center; Center for Hazard Reduction and Recovery; Psychophysiology Laboratory; Visualization Laboratory; Internship Program: Optional for both undergraduates (cooperative education) and graduates; Student organizations: AIAS, Tau Sigma Delta.
Constitution and Bylaws

Article I. Name

The name of this organization shall be the Texas Architects Committee, hereinafter called and referred to as TAC, a non-profit and unincorporated political organization of the architects registered to practice in Texas.

Article II. Purpose

The purpose of TAC shall be to promote the interests of the registered architects in Texas and to raise funds for this purpose, and from such funds to make contributions to those seeking election or re-election to political offices, without regard to party affiliation, who are believed to be deserving of such support. Such funds may also be used to support or oppose the passage of any measure submitted in an election to the people, and to make contributions for other worthwhile political purposes and activities.

Article III. Regulation

The regulation of the business and conduct of the affairs of TAC shall be determined by its Constitution and Bylaws and rules which from time to time shall be adopted and amended.

Article IV. Office

The principal office of TAC shall be located in Austin, Texas.

Article V. Trustees

Section 1. The management of TAC shall be vested in six Executive Trustees. Executive Trustees shall recommend for TSA Board approval candidates to replace expiring term Executive Trustees. Recommendations shall be considered at the TAC Annual Meeting with term to begin in January of the following year. Trustees shall serve a four year term starting in January of an odd numbered year and expiring with the January meeting of the fifth year. Three Executive Trustees shall be appointed to serve beginning with each odd-numbered year.

Section 2. An Advisory Trustee shall be selected by each Chapter of the Texas Society of Architects by appointment of the Chapter’s President, or as otherwise determined by the Chapter. Chapters with a membership exceeding 200 members shall be entitled to Advisory Trustee representation on the TAC as follows: 261 to 750 members: one Advisory Trustee; 751 to 1,200 members: three Advisory Trustees; 1,201 or more members: four Advisory Trustees. An Advisory Trustee shall serve a four-year term at the pleasure of the Chapter President, with term beginning in January of the odd numbered year following the Advisory Trustee’s election. Such Advisory Trustees shall be contributors to TAC and shall advise the Executive Trustees, but shall not be voting Trustees.

Section 3. The Responsibilities of the Advisory Trustee shall include the following:

a. Coordinate all TAC activities with the Chapter.

b. Recommend and be responsible for meeting Chapter TAC Contribution Goals.

c. Provide TAC assessment of candidates for public office in Chapter area.

d. Attend and arrange for other architects to attend events for candidates or holders of state office.

e. Request, deliver or coordinate delivery of TAC contributions.

f. Attend TAC Executive Trustee and Advisory Trustee meetings.

Section 4. The Executive Trustees shall elect a Chairman and any other officers, and appoint such employees and incur such expenditures as they determine necessary to carry out the purposes of TAC.

Section 5. The Executive Trustees shall appoint an Executive Secretary, who shall perform an administrative function for the Executive Trustees. The Executive Secretary may serve as the Campaign Treasurer for the Campaign Treasurers Designation filed with the Secretary of State of the State of Texas.

Section 6. The Executive Trustees shall appoint an Executive Treasurer, who shall be an independent accountant at least once during each year, a copy of which shall be maintained at the office of TAC and be available for inspection by any contributor.

Section 7. Any Advisory Trustee shall resign at any time by giving written notice to the Executive Secretary.

Section 8. Any Advisory Trustee may resign at any time by giving written notice to the Executive Secretary.

Section 9. The Executive Trustees shall appoint from among the contributors a replacement for any Advisory Trustee who may resign or be unable to serve, or who, in the absolute discretion of five Executive Trustees, has been removed.

Section 10. The Executive Trustees, by unanimous consent, may act by mail ballot or telephone without the necessity of a meeting, or by majority vote at a called meeting of at least three Executive Trustees, who shall constitute a quorum.

Section 11. The Executive Trustees shall appoint from among the contributors a replacement for any Executive Trustee who may resign or be unable to serve, or who, in the absolute discretion of five Executive Trustees, has been removed.
The Texas Board of Architectural Examiners is empowered by the Architects Registration Law ("The Regulation of the Practice of Architecture," Article 249(a), V.T.C.S.) to regulate the practice of architecture and landscape architecture in Texas. All questions relative to the architects' registration examination, NCARB, the IDP, architectural registration and practice, the architect's seal, and violations of applicable laws should be referred to TBAE.

Landscape Architects Division .......... 512/458-4126

Internal Development Program Coordinator and Investigator, Richard Grayam .......... 512/458-1363

Pedro (Pato) Aguirre, FAIA
Chairman, Architect
12700 Park Central Dr.
#1508
Dallas 75251
214/788-1508 (1997)

Thomas W. Parker
Vice Chairman, Architect
121 N. Main St. #200
Bryan 77803
409/775-7242 (1993)

Dr. Thomas Carter, Jr.
Secretary/Treasurer, Public Member
200 2nd Street
#101
El Paso 79925
915/592-0374 (1997)

Earl P. Broussard, Jr.
Landscape Architect
7888 Lakewood
Austin 78750
512/346-0998 (1993)

Norcell D. Haywood
Architect
122 S. W. W. White Rd.
San Antonio 78220
512/377-5250 (1997)

Jerry E. Yancey
Secretary/Treasurer, Public Member
1921 Palo Alto Circle
Plano 75074
214/912-5393 (1995)

Dee Lynn Aguilera
Public Member
1501 Shady Oaks Lane
Fort Worth 76107
817/737-5278 (1993)

Robert H. Norris
Executive Director
Steck Executive Plaza
8213 Shoal Creek Blvd., #107
Austin 78758
512/458-1363

Cleveland Turner
Landscape Architect
2101 S. Taylor St.
Amarillo 79101
806/372-6137 (1995)

The following information is adapted from Administrative and Operations Guide for TSA Disaster Action, Inc. (revised May 1, 1980).

TSA Disaster Action, Inc., is a nonprofit corporation formed in July 1971. It was created as a wholly owned subsidiary of the Texas Society of Architects (TSA), to provide a tax-free mechanism through which the design professions and other allied groups could respond quickly and effectively to the restoration needs of the people of any community in Texas when their living and working shelters are ravaged by a disaster. The idea was conceived by members of TSA as a result of the growing concern that disaster restoration should be more effective and should improve living conditions over those that existed prior to the disaster.

There are two general categories of disasters: those that result from natural causes, such as storms, and those caused by the carelessness and indifference of humans, such as pollution.

Administration
The unusual nature of TSA Disaster Action, Inc., necessitates good administration and efficient operations. Disasters of the type and magnitude that the Corporation is intended to respond to occur in Texas approximately every three years. This implies that the mechanics of the Corporation will be dormant most of the time; for this reason every participant, president, or volunteer must be familiar with its structure and operational procedures.

Organization
The organization was structured for simple operations and administration.

The Corporation's Board of Directors is made up of the members of the TSA Executive Committee; terms run concurrently with Executive Committee terms and their election is automatic on the first of each calendar year. This structure accomplishes several things: 1) ensuring the continuity of the intent and policies of the Corporation; 2) eliminating the need for separate elections; 3) simplifying procedures and; 4) allowing the routine business matters of the Corporation to be handled at regular TSA Executive Committee meetings.

The Disaster Action Committee is appointed by the TSA President each year. Committee members are selected from the TSA membership, drawing on those with disaster-recovery experience or training. The Committee currently consists of a chairman and eight members.
continued from page 38

Liaison on the Disaster Action
Committee consists of a member of
each AIA chapter in the region, ap-
pointed each year by the chapter
presidents. The liaison appointee
should be interested in Disaster Ac-
tion activities and should be in a
position to encourage members of
the chapter and of other professions
in the community to volunteer for
service.

The Disaster Action Team is com-
posed entirely of volunteers who can
disengage themselves from their
normal responsibilities to serve on
the team in a disaster area. Members
are principally drawn from the design
professions, but teams may include others
who can assist the Corporation in its
commitment to providing professional
guidance to the victims in a disaster
area. Architecture students have served
very effectively in the past and should
always be considered as potential team
members, but only with the approval
of academic authorities.

Corporation Office
The Corporation Office is the control
center for all state-level administrative
and operations matters. It is located in
the same quarters as TSA. The address
is 114 West 7th, Suite 1400, Austin
78701, 512/478-7386.

Functions
The Corporation Bylaws, quoted in
part as follows, define the general
functions of the Board of Directors.
They are: Establishing managerial and
operational policies and procedures for
the Corporation and basic organiza-
tional and procedural guidelines for
the volunteer disaster-action team;
Attending the Annual Meeting and any
spontaneously called meetings;
Preparing and approving the Corporation’s
annual report; and
Promoting and accepting donations to
the Corporation; Complying with the requirements of
the Texas nonprofit-corporation law; Submitting the report required by the

Internal Revenue Service annually or
as required; Advising the President or
Secretary regarding the commitment
of Corporation resources in a Disaster
Action operation; Advising and
advocating in the establishment of a long-term rehabilitation operation (CDC type)
when it is the extension of a Disaster
Action operation; Controlling the use
and revisions of the Administration and
Operations Guide; Approving and pay-
ing administrative and operations
expenses; and Promoting the interest and endorsement of the TSA
membership in the Corporation’s purposes
and activities.

The Disaster Action Committee will
be responsible to the Board of Direc-
tors of the Corporation for performing
the following functions: Acting as a
continuing research-and-study resource
for the administration, operations, and
funding of the Corporation; Establishing
and updating each year a “Roster of Di-
saster Action Volunteers,” from which
team members are selected, including team leaders,
can be drawn; Communicate with the
communicate the committee’s liaison representa-


tive in each chapter for the promotion of
interest in Disaster Action work and for
the solicitation of candidates for the
“Roster of Disaster Action Volunteers”; and
Assisting in selecting a Disaster Action team if requested by
the Corporation.

Individual members of the commit-
tee, when available and when
requested by the Corporation office,
will respond to the following tasks on
short notice: Visit a disaster area and to
provide the Corporation office with an
appreciation of the situation when the in-
formation cannot be obtained
otherwise; Serve as Disaster Action
team leader; and
Spend a day or two in the
disaster area assisting another team
leader in setting up a Disaster Action
operation.

The Disaster Action Team
members will perform such functions as follows:
Contacting team leaders as soon as
they arrive in the disaster area; Assist-
ing in setting up the operations office
in the disaster area; Performing dam-
gage surveys of homes and buildings;
Assisting in instructing less-experienced
team members; Assisting in communicat-
ing with relief agencies; and
Assisting in setting up a longer-
term rehabilitation and planning
operation as directed by manage-
ment.

The Chapter Liaison to the Disaster
Action Committee will have the follow-
ing functions: Acquaint his or her
home chapter with the Disaster Action
Corporation, and interest members in its
purposes; and Assist the Disaster Ac-
tion Committee in finding people to
act as volunteers.

The Chapter Liaison must be
thoroughly acquainted with the Ad-
ministration and Operations Guide
to accomplish these functions.

The Corporation Office, in addition
to handling the routine business of the
Corporation, will facilitate various Dis-
saster Action operations. The
Corporation Office will: Have avail-

able during office hours the
Corporation Executive Vice President
or his assistants, who can initiate early
Disaster Action activities; Issue all
decisions pertaining to committing a
Disaster Action team into operation,
terminating a Disaster Action operation,
and managing the Disaster Action
operation to a long-range rehabilita-
tion and planning operation, and legal
involvement; Be the communications
clearing house between the Disaster
Action base of operations and AIA
chapters, to relay personnel needs and

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and managing the Disaster Action
operation to a long-range rehabilita-
tion and planning operation, and legal
involvement; Be the communications
clearing house between the Disaster
Action base of operations and AIA
chapters, to relay personnel needs and
team news; Provide central control of
the Disaster Action operation, com-
munications between the Disaster
Action team and higher agencies, and
logistical and supply support for the
team; and Communicate as needed
with state and national relief agencies.
The Declaration of Trust of the Texas Society of Architects states the following purpose, authority, and name:

A. Purpose. The Trust is created for the purpose of providing and maintaining group insurance plans and other group benefits for the benefit of the Participating Employers who constitute Employer-Members, their Employees, and dependents and beneficiaries of such Employees.

B. Authority to Procure Contracts. The Trustees shall accomplished by applying for and obtaining insurance policies and other benefit plans from a duly licensed insurance company or other provider of employee benefits, which will provide eligible persons with forms of group insurance, and other forms of employee benefit plans. Any such group insurance policy or policies, or other benefit contract or contracts, shall be issued to the Trustees and the Trustees shall be the policyholder or contractholder with regard to all policies or contracts with all the rights and obligations of the policyholder or contractholder according to the terms of the policy, policies, or contracts.

C. Name of Trust. This Trust shall be known as the Texas Society of Architects Insurance Benefit Trust.

Background

TSA group insurance program was developed specifically for its members in cooperation with several other architectural and engineering trusts through the Design Professionals Group Insurance Plan. The medical portion of the program is underwritten by the Life Investors Insurance Company of America.

The service organizations responsible for maintaining TSA's group life, major medical, and disability insurance programs, and for processing all claims in Association Administrators and Consultants, Inc., 1980.

For MacArthur Blvd., Suite 300, Irvine, Calif., 92715, telephone 800/854-0491.

Benefits

The benefits provided through the TSA Insurance Benefit Trust include a basic plan consisting of group-life, accidental-death and dismemberment (AD&D), and major-medical coverages, and an optional plan providing for increased life/AD&D insurance, dependent life insurance, short-term-disability coverage, business-related-accident insurance, and dental/orthodontia benefits.

The basic plan provides a $20,000 death benefit for participants under age 65, a 5 percent reduction in death benefits for those 65 and older. The major-medical coverage under the basic plan (dependent-medical coverage is optional) provides unlimited benefits except for mental illness, alcoholism, and drug abuse, and a choice of either a $250, $500, or $1,000 deductible per person per calendar year.

The plan pays 80 percent of the first $7,500 of eligible expenses and 100 percent of eligible expenses above $7,500 for any one person in any one calendar year.

Eligibility

All architectural firms in which at least one principal, partner, owner, or officer is a regular member of TSA are eligible to participate. Eligible employees include full-time, permanent employees who work at least 30 hours per week. Each eligible employee may receive eligible dependents for life and medical coverage, as well as dental/orthodontia benefits if they are made available by the employer. For firms of one to four employees, all must apply for enrollment and the firm must pay 100 percent of employee costs for the basic plan. For firms of five to seven employees, 75 percent must enroll and the firm must pay at least 25 percent of the employee costs for the basic plan. The employer contribution and employee participation requirements differ for the optional plans.

Services

Trustees of the TSA Insurance Benefit Trust continually review the plan for participants, to ensure that the benefits meet high standards and to assure a maximum return on participants’ contributions to the plan. The Trustees currently endorse the present service package and point out the following features:

• 48-hour claim service: Most medical claims are approved and processed within 48 hours of receipt. If additional information is necessary to process a claim, participants will be advised of the reason for the delay.

• Toll-free information access: Call 800/854-0491 for immediate answers to insurance-related questions.

• Personalized hospital identification cards: These cards guarantee hospital benefits for up to two days of hospital care. In addition, they will facilitate reimbursement, and, in many cases, they will serve in lieu of a cash deposit.

• Informational literature: The service organization will provide employee booklets that explain benefits in simple language, enabling participating firms to comply with ERISA requirements but without having its own “Summary Plan Description.” In addition, personalized insurance certificates provide a more detailed description of employee benefits. Each participating firm also receives an administration package, including a detailed administration manual describing day-to-day procedures and a supply of self-addressed envelopes and claim forms.

• Simplified billing: The billing statements forwarded to participating firms are easy to understand and review. Each employee is listed by name, and the contributions due that employee are separated by benefit and totaled for simple, quick examination.

• Custom-designed plans are available to firms with 100 or more employees, with rates based on their own claims experience.

Group Workers’ Compensation Plan

The TSA Insurance Trustees also endorse a Group Workers’ Compensation Plan available through the Design Professionals Safety Association (DPSA). The rates and benefits of this coverage, when provided through an insurance company, are set by state law.

Normally there is no way for a small firm to get a return on its premiums, even when belonging to most group plans. Consequently the TSA-endorsed DPSA Plan was set up so any surplus premiums left over at the end of each policy year (after claims and administrative expenses are paid) would be returned to all participating firms, regardless of their size. Since being established in 1982, this plan has returned to participating TSA firms an annual dividend averaging 32 percent.

Call AAA at 800/854-0491 for information.

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Call AAA at 800/854-0491 for information.

40 Texas Architect Practice Annual 1992
Arbitration and Mediation In Architecture

If you don't want to wait two or three years and spend thousands of dollars to resolve your next dispute, you should consider the benefits of arbitration and mediation. Arbitration and mediation can save time and money for those in disputes, and they can be accomplished through a major national organization, the American Arbitration Association (AAA). A private non-profit organization now in its 66th year, the AAA provides education and training programs and works closely with AIA and other organizations that constitute the National Construction Dispute Resolution Committee (CIAR). In 1991, the AAA administered over 61,000 cases nationwide. According to the latest figures presented to the Committee, in 94 percent of the construction cases filed where claims were between $1-$500,000, the average time from filing to award was 254 days.

Arbitrations are generally much faster, and thus cheaper, than judicial proceedings for several reasons. Arbitration hearings can usually be scheduled more expeditiously than court trials. Furthermore, evidence may be introduced faster and generally without the usual objections found in a judicial proceeding. Perhaps the most important time and cost-saving factor in arbitration stems from the background of arbitrators selected to hear cases. Under AAA/CIAR rules, parties to a dispute may choose arbitrators who have specific expertise in areas related to the dispute, thus reducing the need for expert witnesses to educate a judge or jury. In addition, arbitration is usually final, and can only rarely be appealed. This alone can save a tremendous amount of time and money.

For over 100 years most AIA contract forms have provided for arbitrating disputes. Virtually any type of construction-industry dispute—those involving payment of architectural fees, for example—may be covered, depending on the arbitration provisions. In addition, disputes between contractors and owners, or contractors and subcontractors, may also be covered.

Pursuant to AIA Document A201, the architect customarily is the first "judge" of a dispute that occurs on a construction project. If a party wishes to appeal the architect’s decision, the dispute may be referred, within a specific time period, to arbitration, under AAA/CIAR provisions. The rules, available free from any of the AAA's 35 U.S. offices including those in Dallas and Houston, provide for every procedural aspect of an arbitration. They cover how a matter is to be initiated, what the fees are, the qualifications of the arbitrators, how a claim may be changed, methods of expediting the case, hearing procedures, on-site inspections, questions dealing with locale, and time limits for the rendition of the award. Because of the multifaceted role of the architect, it is most important to be familiar with the contents of these rules.

Parties who provide for arbitration of future disputes under the CIAR may initiate the case by filing a Demand for Arbitration. This form provides for the claimant to give notice to the respondent stating the nature of the claim and the relief being sought. If there is no arbitration clause in the contract, a Submission Agreement may be filed. Under this procedure the parties join in submitting an existing dispute to final and binding arbitration.

Whether the arbitration is filed by Demand or Submission Agreement, the decision of the arbitrator is enforceable by the Texas courts. The award may be entered as a judgment of the court giving the same effect as if the court had issued the decision. Texas architects should note that the Texas General Arbitration Act, which gives enforceability to arbitration agreements, does not require a notice on the front of the document that it contains an arbitration clause, as it is used to. It is also no longer necessary to have counselors' signatures affixed to the document for enforceability.

AIA Document A311, "Guide for Supplementary Conditions" provides for the use of mediation in construction-industry disputes. In arbitration, the parties receive a final and binding decision. In mediation, the mediator assists the parties to reach a settlement on their dispute. The mediator has no power to impose a settlement of the parties and acts as a catalyst to bring about a resolution between the disputants. Mediation is gaining wide acceptance throughout the construction industry. It lends itself to a variety of construction-industry disputes, especially those involving monetary claims and those for specific performance. To make mediation work parties should have a positive attitude and a true willingness to settle the matter, and have present executives who have the authority to fashion a settlement.

Firms may also wish to consider using a dual clause in their contracts stating that mediation would be used to first resolve the dispute and, if that fails, arbitration is invoked. Under the AIA's new procedures, a party whose dispute does not settle by mediation is credited the administrative fee toward an arbitration if the arbitration is filed with the AAA within 90 days of the termination of the mediation.

When a dispute is being mediated, the administrator will appoint a mediator whose qualifications meet the requirements of the parties. In an arbitration, the administrator will prepare a list of prospective neutrals for a particular case; the parties cross off names unacceptable to them and number the remaining acceptable names in order of preference. The lists are returned to the administrator within 10 days, as provided for in the CIAR, and a thorough check is made to determine if prospective arbitrators have any bias or conflict of interest. If there is no conflict, the appointment is finalized and the hearing is set. In cases over $200,000, unless the contract provides otherwise, three neutral arbitrators hear the case. Those arbitrators will then conduct a preliminary hearing "to specify the issues to be resolved, to stipulate to uncontested facts, and to consider any other matters that will expedite the arbitration proceedings. Consistent with the expedited nature of arbitration, the arbitrator(s) may, at the preliminary hearing, establish (1) the extent of and schedule for the production of relevant documents and other information, (2) the identification of any witnesses to be called, and (3) a schedule for further hearings to resolve the dispute."

Under the CIAR, an arbitrator has 30 days to render the award from the date that the hearings are closed. The award is then transmitted to the parties by the administrator. Expedited procedures are also available for claims of $50,000 or less. Under those procedures, the award is rendered 14 days from the date of the closing of the hearing.

By employing arbitration and mediation to settle construction-industry disputes, the AIA professional is working for the benefit of all parties. Differences can be resolved quickly and fairly under a comprehensive set of rules and procedures specifically developed for the construction industry, procedures in which the good will of the parties to a dispute and the privacy of the proceeding are preserved. AIA professionals who serve as neutrals in arbitration or mediation proceedings will gain personal and professional satisfaction by guiding parties through an effective and beneficial process of dispute resolution.

Helmut O. Wolff

Helmut O. Wolff of Dallas is Regional Vice President of the American Arbitration Association.
Third TSA Survey of Texas Architects

Profile of Members Who Responded to the Survey

<table>
<thead>
<tr>
<th>Sex</th>
<th>92.5%</th>
<th>7.5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>48%</td>
</tr>
<tr>
<td>30-39</td>
<td>33%</td>
</tr>
<tr>
<td>40-49</td>
<td>23%</td>
</tr>
<tr>
<td>50-59</td>
<td>26%</td>
</tr>
<tr>
<td>60+</td>
<td>2%</td>
</tr>
</tbody>
</table>

Undergraduate Education

<table>
<thead>
<tr>
<th>Within Texas</th>
<th>72%</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>22%</td>
</tr>
<tr>
<td>Intl.</td>
<td>6%</td>
</tr>
</tbody>
</table>

Graduate Education

<table>
<thead>
<tr>
<th>Within Texas</th>
<th>54%</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>46%</td>
</tr>
<tr>
<td>Intl.</td>
<td>2%</td>
</tr>
</tbody>
</table>

Professional Position

<table>
<thead>
<tr>
<th>Within Texas</th>
<th>60%</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>38%</td>
</tr>
<tr>
<td>Intl.</td>
<td>2%</td>
</tr>
</tbody>
</table>

Type of Firm

| Partnership | 18% |
| Principal/Owner | 27% |
| Corporation | 16% |
| Other       | 13% |

Disciplinary Focus of Firm

| Architecture | 42% |
| A/E          | 22% |
| A/ID         | 16% |
| PID          | 2%  |
| Other        | 1%  |

Size of Firm's Staff

| 1 Person     | 13% |
| 2-4          | 28% |
| 5-9          | 23% |
| 10-19        | 10% |
| 20+          | 3%  |

Number of Registered Architects on Staff

| 1 Architect  | 22% |
| 2-4          | 35% |
| 5-9          | 15% |
| 10-19        | 5%  |
| 20+          | 0%  |

Geographical Scope of Firm's Practice

| Local        | 66% |
| Regional    | 33% |
| National    | 1%  |

Total Personal Earnings

| <$25K        | 8%  |
| $25K-$50K   | 16% |
| $50K-$100K  | 40% |
| $100K+$     | 46% |

Earnings from Architectural Practice

| <$25K        | 22% |
| $25K-$50K   | 51% |
| $50K-$100K  | 25% |
| $100K+$     | 2%  |

Texas Architect Demographic Survey

Do you read Texas Architect regularly?

| Yes         | 98% |
| No          | 2%  |

How long do you spend per reading?

| Over 1 hr.  | 83% |
| 30-60 min. | 8%  |
| 10-30 min. | 3%  |
| <10 min.   | 2%  |

How often do you refer back to an issue of Texas Architect?

| 51%         | 4%  |
| 3-4 times   | 9%  |
| 1-2 times   | 28% |
| 6-12 times  | 3%  |
| >12 times   | 0%  |

How many other people read your copy of Texas Architect?

| 1-2 people  | 54% |
| 3-4 people  | 12% |
| 5-9 people  | 7%  |
| 10-19 people| 9%  |
| 20+ people  | 8%  |

Do you currently utilize a CAD system?

| Yes         | 35% |
| No          | 65% |

Do you plan to buy CAD equipment in the next year?

| Yes         | 41% |
| No          | 59% |

TSA should focus on lobbying and government affairs, continuing education, and publications, according to 281 members who responded to a recent survey. They also said awards programs were the least important of TSA’s major efforts.

These members offered their opinions to TSA officers and staff last fall through the “TSA Survey of Texas Architects,” which was printed in the October 1991 TSA Report. As the third annual survey, this year’s edition provided the first clear opportunity to track trends of change in the profession.

Emerging Trends

Strong trends among the priorities members give to TSA programs have surfaced. Continuing education remains among the most important programs, its priority level near 3.0. TSA’s performance in continuing education, however, rests at 2.0, signifying the largest gap between priority and performance among the four major programs. Acting on similar marks last year, TSA officers and staff have been pursuing education opportunities such as seminars on the Americans with Disabilities Act and workshops on energy efficiency. TSA is seeking further educational venues for members, says TSA Executive Vice President David Lancaster.

Legislative activity was the highest-rated priority, followed by political-action activity, continuing education, intern development, and Texas Architect. Texas Architect for the second year received highest marks for performance, followed by other publications and legislative and political-action efforts.

In sheer demographics, the profile of the average member is becoming harder to stereotype. More are women, more are under 40, and more have been educated outside Texas. Fewer members work for corporations now; instead they are working for sole proprietorships and, to some extent, partnerships. The ’90s may usher in a return to smaller firms. In fact, over one half of the respondents’ firms had four or fewer architects on staff. Regional practice has risen slightly, too. And last, in a disappointing result of nationwide economic troubles, members are actually making less money than they were when surveyed in 1990.

Images and Perceptions

Perceptions about the image of the architectural profession changed little. Members feel slightly worse about architecture’s public image this year, but they still rate it fair to good. All three levels of AIA are still given highest scores for promoting this image. Members say image would improve most by TSA promoting the profession more aggressively to the news media and client-related groups.

Annual Meeting and Texas Architect

Focusing on TSA’s two largest programs, members said professional programs were still the best part of the Annual Meeting. Ratings held steady for other components of the convention, except for drops in the quality of speakers, the Presidents’ Gala, and the New Architects’ Convocation. Texas Architect’s approval surged higher. A full 98 percent of respondents read the magazine regularly; they spend more time (36 minutes per reading) than they refer back to it more (2.6 times on average); and more people read each member’s copy (1.71 additional people). In a note of optimism, too, the number of members planning to buy CAD equipment in the next year edged up six percent.

Ray Don Tilley
What are the priorities? How is TSA doing?  Public Image, TSA Needs, Convention

**Legislative Activities**

**Political-Action Activities**

**Continuing Education**

**Design Awards**

**Graphics Competition**

**Honor Awards**

**Intern-Development Program**

**Texas Architectural Foundation**

**TEXAS ARCHITECT Magazine**

**TEXAS ARCHITECT Practice Annual**

**TSA REPORT Newsletter**

**TSA Annual Meeting**

**TSA Products Exhibition**

**TSA Commended Insurance**

**Key to Chart**

- Overall Priority
- Ages up to 39
- Ages 40 to 49
- Ages 50 and over
- Overall Performance
- Ages up to 39
- Ages 40 to 49
- Ages 50 and over
- Program priorities are rated from 0, least important, to 4, most important. Performance is rated from 0, poor, to 4, excellent.

---

**The public image of architects in Texas is (4: very good; 0: very poor):**

**The public image is influenced positively by (4: agree; 0: disagree):**

- Texas Society of Architects
- Texas Architectural Foundation
- Texas Architects Committee
- Texas Board of Architectural Examiners
- American Institute of Architects
- Local Chapter of the AIA

The public image would be enhanced through better relationships with:

- News Media
- Arts Organizations
- Government Organizations
- Public Officials
- Industry-Related Groups
- Client-Related Groups

Do members agree with these statements (4: agree; 0: disagree)?:

- TSA represents architects well in statewide forums.
- TSA should devote more to member services.
- TSA should devote more to promoting the profession.
- TSA should get more involved in politics.
- TSA should increase legislative efforts.
- TSA dues are a good investment.
- TSA is controlled by a small group.
- I am adequately represented by:

**TSA Executive Committee**

- TSA Director, Chapter President
- TSA Executive Vice President
- Local AIA Chapter
- TSA's AIA Directors
- AIA

Respondents were asked to rate the most recent TSA Annual Meeting that they attended (4: excellent; 0: poor):

- Professional Programs
- Quality of Speakers
- Quality of Exhibits
- Value of Exhibits
- Presidents' Gala
- Social Events
- New Architects' Convocation
- Design Awards Reception
- Convention Graphics
- Hotel Facility
- Overall Value
Thinking about Architecture as a Profession

It has been tough handling the changes our profession has gone through over the last five or six years: the increasing unemployment, the erosion of building power by developers and public clients, the traditionally low salaries, the long hours, and the lack of professional self-esteem. Sometimes I wonder if the '90s will break the architectural profession's back. And I sometimes wonder why we still choose to be architects.

The problems of today originated in the abundance of the 1960s, which brought unprecedented growth in both population and the economy. The supply of money and the need for commercial and institutional facilities were at a peak. Firms and university programs multiplied (there are currently 96 accredited architectural programs, twice as many as 30 years ago) to keep pace with demand and a growing population.

But suddenly the 1970s oil crisis collapsed the market, with severe repercussions in the architectural profession. Architects became increasingly diversified in terms of project types, specializing in their practices and dividing their staffs into specialties (design, production, management, etc.) to streamline operations. Some firms even developed subspecialties to speed up the design process, like programming and space and facilities planning (or what has now become known as interior architecture). Firms also began to market and work regionally and nationally to weather the cycles of the economy. And the numbers of new firms, split off from older firms or created from their collapse, increased.

Then the late-'70s boom began, and the architectural profession entered a new era of prosperity. Buildings were designed and built faster than had ever been imagined. Firms that had been holding on by a thread suddenly found themselves consumed with work. Architecture became the frontrunner of the economy. Not only that, architects became celebrities, with Philip Johnson on the cover of Time and Michael Graves designing dishes and promoting shoes.

But, at the same time, fundamental aspects of our profession began eroding. Some firms began specializing in conceptual design, others in construction documents, management, planning, and so on. This erosion of the traditional image of the architect had begun in the mid-'70s, but the 1970s recession and the radical forces unleashed forced firms into camps that would be hard to leave. As markets expanded, project-delivery deadlines tightened. To meet the demand, firms expanded at unbelievable rates, sucking up the thousands of architectural graduates leaving the schools each year.

Then the bust of the mid-'80s came. This time, the culprit was much bigger than oil—it was a financial infrastructure bursting at the seams. Banks failed. Saving and loans were declared insolvent. Worst of all, by this time we had managed to design and build enough space to last us well past the end of this century.

As we once again face a fragmented and disoriented economy, architects are having to scramble to find their niche in the marketplace. In the next five years, it is predicted, the volume of work available will be barely 20 percent of what it was in the 1980s. The competition for work is becoming increasingly stressful.

If there is a lesson to be learned from all of this, it probably has to do with how quickly we will be expected to work in the future. As money becomes harder to find, our clients can no longer afford to sit through a year-long design program. Thus, speed will overtake contemplation. In addition, with the creation of new markets, whether they are smaller project types or complete new disciplines, firms will have to become more diverse and flexible—able to weather a variety of market fluctuations. We will also have to think about practicing in international arenas, of scaling our practices down enough to survive in a regional mode. Last, but not least, job and employee longevity will become a fundamental crisis in the management of firms of all sizes. And every firm will be faced with how to provide some sense of security and growth for a generation of architects who have become consumed with career advancement—a sad but true characteristic of the baby boomers.

Even in the midst of all this crisis there are still those individuals who are starting their own firms—the young rebels who want to do things differently. And there are still many who feel more comfortable working in smaller firms. The only unknown piece of this complex puzzle is how the universities will serve this rapidly and constantly changing profession as it tries to respond to the economy and society. By far the most crucial impact the recession of the early '90s will have on the way we practice is in the area of fees. Currently firms are having to reduce their fee structures to stay competitive, and one lesson we still remember is that fees drop at a faster rate than they rise.

After all of this, what motivates one to choose architecture as a profession? How can we share with all the students and professionals this history and not become depressed or even worse dependent about our profession's future? Or is there a future?

So the question stands, why do we still choose to become architects? Speaking personally, I became an architect because I like problem-solving and the opportunity to see things built into the very fabric of our society. Compared to other professions, architecture provides a unique opportunity for self-realization and the chance to make an impact on our built environment. Other individuals choose to become architects for the challenge and the creative aspect the profession generates, and there are some who study architecture for the glory. Regardless of what motivates this person or that to study architecture, we need to be aware of the systematic erosion of the architect's role in the building community. As long as this condition exists, architecture as a profession will be held hostage to the whims of developers, institutional owners, legislators, the economic infrastructure, the legal system, and our own consuming desire for self-realization.

The creation within the practice of architecture resembles the pains and pleasures of childbirth. This is the only profession where the creative nature of the process goes through a romance stage, followed by the sharing of mutual goals between two individuals, the conception of the idea, the gestation process followed by the long hours of labor and nurturing to see the product delivered into a society for its assimilation. Like a child as it matures one can see its goodness as well as its failures, and all it takes is one look at your child to realize the importance of your contribution.

All of these ruminations started from a question I was asked at a recent gathering: Why did I decide to become an architect? In the traditional marketing mode, I said, "The architect is the single professional equipped, educated, trained, and experienced to guide the public through the entire building process." To which my interlocutor responded, "With such a burden, how much can you expect to make after graduating from college?"

As a good Catholic, I replied, "I did not become an architect for the money—it was for the suffering!"

Architect Nestor Infanzón

Architect Nestor Infanzón, a member of the TSA Publications Committee, works for the Dallas office of RTKL, Inc.
T

Taih, AUS
Teas Architects, AUS
Tobin Design Group, AUS
Tomahawk & Associates, AUS
Tobin Associates Architects, AUS
Toft Architects, AUS
Tolbert Cdrp., AUS
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Takahashi & Associates, AUS
Topliff Associates Architects, AUS
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Terry Farnell Associates, Inc., HOU
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Thomas & Horn Associates, HOU
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Thompson-Frater Architects, DAL
30/International
30/M, SA
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The Tittle + Luhker Partnership, DAL
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Kenneth R. Tollin-Architect, NA
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U

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V

VHA Health Facilities Group, DAL
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Vogt Russell Wran & Associates, DAL
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Voeller Associates, Inc., AUS
Votz & Associates, AUS

W

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WMA Architects, INC., DAL
WSD Architects Incorporated, DAL
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Z

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