

## Administrative Statement

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The Interim Dean, the chief administrator in the College of Architecture, must respond to many issues. I appreciate this opportunity to describe how I would manage and lead. First and foremost, I believe in honest, direct, and transparent shared governance among all faculty and the College of Architecture administrators. As Interim Dean, I believe it is important to build, foster, and oversee an architecture and design culture with faculty and staff to offer the best possible architecture programs to our students in Lubbock and El Paso.

My administrative management experience started over 30 years ago in the profession of architecture. To me, professional and academic administration are not as different as they might appear at first. Both are complex undertakings where careful planning and a sensible approach to communication and human interaction are key. I approach academic administration in a similar manner to my design work. I search within a given set of constraints for the best solution to the problem.

As a practicing architect, I managed complex international architectural projects from schematic design through completion (please see C.V.). I led teams in architectural practices in Europe and the US and completed projects which were both on time and on budget. Keeping in touch with the professionals from that period, and two decades of our alumni, gives me a good sense of the ever-evolving expectations for our graduates. During my academic career at the College of Architecture at Texas Tech University, I have acted as first-year design coordinator and third-year design coordinator helping lead the College through two successful NAAB accreditation reviews. As the Interim Dean, I would set in motion a solid foundation for our upcoming 2023/24 NAAB accreditation. I have participated in and chaired numerous College Committees. I chaired the complex College of Architecture Operating Procedures and Policy Task Force in which we re-wrote the College policies on promotion and tenure. In the fall of 2014, these policies were unanimously approved by all 27 tenured and tenure track faculty.

Of the many qualities a leader and administrator should possess, two stand out to me and seem essential: experience and vision. My leadership style would be leading by example and by vision. In the summer of 2017, Dean Jim Williamson asked me to serve as the Interim Chair of the College of Architecture. As the Interim Chair, I interpreted my role as a *bridge builder* between faculty, students, and CoA administration. My vision would be predicated upon bringing the collaborative experience of my teaching, research, and service together with my management skill from practice and academia into the Interim Dean position.

I believe that creative new ideas can have transformative power. However, it is the responsibility of the Interim Dean to understand, value, and respect the reputation and culture of Texas Tech and the College of Architecture. I favor evolution in place of revolution. A college is at its best when the faculty and staff collaboratively recognized common goals and seek ways to accomplish them.

If given the responsibility of Interim Dean at the College of Architecture, Texas Tech University, I envision enhancing the ecological aspects of architecture and being sensitive to our demographics and evolving diversity. I plan to strengthen the existing College of Architecture programs and seek new ways to extend the College's existing vision as well as possibly expand and strengthen the various programs in Lubbock and El Paso. As the Interim Dean, I would see my main roles in the college administration and in building bridges between Texas Tech's upper administration and the other colleges at Texas Tech University. Our existing national relationships are important and given my multilingual background, I might possibly find new ways to expand our international relationships.

I understand that being in the position of the Interim Dean is a very demanding assignment which will take an enormous amount of energy. I am confident that I have the strength and stamina to accomplish this should I be asked to serve.