2013 ACHA Fellowship Application

Strategic + Visionary Leadership | To coordinate the building industry and the profession of architecture

- **Shaping the Knowledge Initiative**
- **Shaping Practice**
- **Shaping Internship and Licensure**
June 13, 2013

ACHA Jury of Fellows
American College of Healthcare Architects
18000 W. 105th Street
Olathe, KS 66061

Re: Shannon Kraus, FAIA, ACHA, MBA, LEED AP

Dear Jury of Fellows,

As a colleague with Shannon B. Kraus, FAIA for the past 12 years, it is an honor and a privilege to serve as a sponsor for his nomination to the ACHA Council of Fellows. Over the last decade, I have personally witnessed Shannon’s steadfast leadership in the profession and his passion and dedication to creating quality healthcare architecture.

Shannon’s influence on the practice of architecture has impacted the healthcare industry nationally by fostering an attitude that integrating hospitality into healthcare design enhances the human experience. Through his active leadership in the AIA, he has been a great ambassador for the healthcare architecture profession by setting a standard in the planning and design of healthcare facilities that many firms aspire to emulate.

When I was President of ACHA, Shannon was the most vocal young architect aspiring to become a certificate holder that challenged and helped the Board of Regents structure our certification process to emphasize the most important criteria for advancement.

With Shannon’s mastering of the critical elements necessary to incorporate into successful health facilities design he was tabbed to serve on the FGI 2010 and 2014 Guidelines committee. There he has become one of the most respected and influential leaders in the debate for better design guidelines to produce positive outcomes in all aspects of patient safety and infection control. His down to earth approach to the development of reasonable guidelines encourages creative design flexibility that are cost effective and do not inhibit design innovation.

Shannon Kraus’ achievements are notable and have contributed extensively to the advancement of healthcare architecture. He is highly deserving of the advancement to ACHA Council of Fellows.

Thank you for your consideration.

Sincerely,

Joseph G. Sprague, FAIA, FACHA, FHFI
Principal and Senior Vice President
Director Health Facilities
Former President and Founding Fellow ACHA
Schedule

☑️ The application binder and CD of the Adobe.pdf version of the application postmarked by July 1 of the application year and sent by a traceable service such as Federal Express

Section 1: Summary

☑️ Category of the nomination indicated (Area of Expertise)
☑️ Sponsor’s name, address, and e-mail address
☑️ Signed letters by 5 FACHA certificants
☑️ Automatic candidate nomination
☑️ Completed all questions
☑️ Summary limited to one page, including 25-35 word synopsis

Section 2: Accomplishments

☑️ All significant and notable contributions supporting the Area of Expertise

Section 3: Exhibits

☑️ Exhibit corresponds to submitted projects/photographs
☑️ Original photographs submitted in binder
☑️ Name of architecture firm of record, synopsis, and declaration of responsibility certification for each project submitted; placed in binder before photo/exhibits of projects described
☑️ Recent work supporting the Area of Expertise on nomination included

Section 4: References

☑️ List of references with names and e-mail addresses
☑️ References’ identified (AIA, FAIA, ACHA, FACHA, etc.)
☑️ Sponsor to follow up to see that reference letters are prepared and included in the application binder and on the CD of the Adobe.pdf version of the application

Miscellaneous

☑️ Checklist completed and signed by sponsor
☑️ One black-and-white 4” x 6” or 5” x 7” portrait of nominee; nominee’s name appear on the back of the photo

I have reviewed the submission for the following fellowship candidate and confirm it is complete and accurate

Nominee: Shannon B. Kraus, FAIA, ACHA, MBA, NCARB, LEED AP

Sponsor’s Name: [Redacted]
Sponsor’s Signature: [Signature]

date: 06/21/13
Shannon B. Kraus, FAIA, ACHA, MBA, NCARB, LEED AP
Nomination
Shannon B. Kraus, FAIA, ACHA, MBA, NCARB, LEED AP
HKS, Inc.
1250 Eye Street NW, Suite 600, Washington, DC 20005
202.682.6289
skraus@hksinc.com

Automatic nomination because of Elevation to FAIA

Category of Nomination
3. To coordinate the building industry and the profession of architecture.
   • Led a related professional organization

Nominee's Education

<table>
<thead>
<tr>
<th>name/location</th>
<th>years</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southern Illinois University / Carbondale, IL</td>
<td>2</td>
<td>Associate of Architectural Studies</td>
</tr>
<tr>
<td>Southern Illinois University / Carbondale, IL</td>
<td>2</td>
<td>Bachelor of Science in Architectural Studies</td>
</tr>
<tr>
<td>University of Illinois at Urbana / Urbana, IL</td>
<td>2</td>
<td>Master of Architecture</td>
</tr>
<tr>
<td>University of Illinois at Urbana / Urbana, IL</td>
<td>2</td>
<td>Master of Business Administration</td>
</tr>
</tbody>
</table>

Practice
Licensed to practice Architecture in:
District of Columbia  Maryland  New York  Ohio
Pennsylvania  Texas  Virginia

Nominee is engaged in the profession of architecture as a:
Firm Principal

Sponsor
Joseph G. Sprague, FAIA, FACHA, FHFI
HKS, Inc.
350 N. St. Paul, Suite 100
Dallas, Texas 7201
214.969.5599
jsprague@hksinc.com
Strategic + Visionary Leadership | To coordinate the building industry and the profession of architecture

Shannon's leadership, through vision and collaboration, created strategic direction for architects, interns and students by transforming the AIA's knowledge initiative, evolving internship and licensure, and fostering a more collaborative healthcare practice. His contributions come when an organization needs forming, strategic planning needs overhauling, or new initiatives need formalizing. His contributions can be organized into three groupings: leading the institute through shaping the knowledge initiative, through shaping internship and licensure, and through shaping practice. One of the things that make Shannon's contributions both unique and remarkable is that his contributions aren't linear. He works simultaneously both nationally and locally across all three groupings, allowing him to initiate policy while also implementing ideas and executing strategy for even more remarkable results. This means his leadership is about where he can best make a difference, and empower others.

**K Shaping the Knowledge Initiative**

It was because of his ability to work strategically across diverse groups, with clear vision, that he was entrusted by the members of the AIA with the office of National Vice President at an unprecedented age. As part of his role, he was asked to help transform the AIA's professional Interest Areas into Knowledge Communities. This included being one of the first to develop a method and protocol for working with groups like the Academy for Architecture for Health, to find ways in which they can have more control over their governance and finances, while balancing that with the needs of Knowledge Communities that require more direction. His work also includes efforts in advancing the AIA's research program, improving knowledge sharing, and even adjustments to AIA governance to improve the strategic impact on core issues and initiatives of the institute. This knowledge focused agenda led to the creation of resources like AECKnowledge.com, of which Shannon was a founding member, which targets over 6 million professionals and tradespersons and allows knowledge providers to create a strong presence throughout the highly-fragmented AEC industry.

**P Shaping Practice**

Leading the institute through initiatives rooted in practice is core to his belief that our practices help shape our communities as much as the institute can. He has worked concurrently with his volunteer service to bring into practice programs, policies and initiatives ranging from broadening research and enhancing knowledge sharing among practitioners, to volunteering in the community and empowering emerging professionals and young architects. Shannon is a selfless leader constantly focused on elevating healthcare design and practice. He has used his passion for improving people's lives through better healthcare facilities to be a strong contributor through his projects, many of which have been honored with awards for their innovation in healthcare design, to his work with the Facilities Guidelines Institute, and through special programs with the Advisory Board and Center for Health Design.

**I Shaping Internship and Licensure**

Advocacy for emerging professionals has always been at the core of Shannon's service. Improving the licensure process, developing intern resources and shaping education is where Shannon provides a steady, well-respected voice to a wide variety of issues on behalf of students, interns, associates and architects. Some examples include his service as chair on NAAB accreditation teams, his leadership in convincing the AIA board to add an associate to the AIA executive committee, and implementation of a Texas state-wide scholarship program for interns.
2.1.1 Significant Work

### Shaping the Knowledge Initiative

#### Strategic Leadership in Knowledge Sharing and Networking

**Chair of AIA National Convention in Miami, 2010**

Shannon’s goal in chairing the convention was to streamline the process while molding an event, in a challenging and diverse city, that could better connect with the convention’s theme and the Institute’s strategic objectives.

**Duties involved:**

- Implementation and development of the convention theme: “Design For the new Decade”
- Selection of keynote speakers and graphics and coordination of national and local programming activities
- Collaboration with Continuing Education Chair on convention programming to reinforce design theme

**Results achieved:**

- Established, planned and choreographed six design forums (three each day) to bridge the gap between the keynotes and the member provided sessions to reinforce theme and messaging of keynote speaker.
- Provided dedicated programming on strategic initiatives of the AIA for YAF, NAC, College of Fellows, Committee on Design, and other topically relevant specialty interest areas through the forums.
- Brought the AIA Gold Medal program back into the convention as one of the three keynote events, for the first time in decades the gold medalist was presented at convention and not at Accent on Architecture.

#### Strategic Leadership for Sharing Knowledge in the Public Realm

**Texas Society of Architects Radio and Communications Committee Chair, 2008, 2009**

Shannon was charged by the Texas Society of Architects to lead and develop the first strategic plan for the Texas Society of Architects Radio and Communications Platform and to help set the future for its award-winning program “The Shape of Texas” [TSOT].

**Duties involved: 2007-2008**

- Chair of Radio and Communications Committee
- Strategic direction for web materials, Podcasts, “The Shape of Texas” programming, funding, and growth
2.1.1 Significant Work continued

Results achieved:

- Strengthened TSA support and commitment for “The Shape of Texas” program with a three-year strategic plan.
- In 2007, TSA began to develop the TSOT archive/library as classroom material for public schools, web use, and podcasting. The first two podcasts were created in 2007 in conjunction with the AIA150 celebration and national convention in San Antonio.
- While it is very difficult to measure how many unique listeners the program reached through the public and school programs, we do know that “The Shape of Texas” podcasts have been downloaded thousands of times since becoming available in 2007 to greatly expand accessibility beyond its radio format.
- Success of “The Shape of Texas” was one of the inspirations behind the AIA Americas favorite architecture/places in conjunction with the AIA150.
- There are currently more than 520 episodes available to classrooms across Texas.

Strategic Leadership in Enhancing Design Knowledge through Local AIA
AIA Dallas Leadership, 2001–2009

From his role as Design Awards Chair to the Ken Roberts Memorial Delineation Chair, Shannon took on a struggling program and reinvigorated programming, increased revenue and expanded exposure for design and architects while also ensuring leadership development and transitions for improved continuity.

Duties involved:

- AIA Dallas Design Awards Committee Chair, 2007-2009
- Executive Committee, 2008
- Dallas Architectural Foundation Programming Committee, 2006-2007
- Ken Roberts Memorial Competition Chair, 2001-2002

Results achieved:

- Transformed the Ken Roberts Memorial delineation completion, the oldest of its kind in the U.S., opening it up to digital platforms and creating on-line portals of access to reinvigorate the program for a new generation. Since then, entries have grown from an average of 60 to more than 411 each year, bringing more exposure and more revenue.
- Strategically initiated funding prospectus for programs to create additional sponsorship opportunities, resulting in increased revenue.
- Re-energized the Dallas Design Awards program from a small event financed by entrance fees to a robust chapter fundraising event, increasing profits 175% in his first year of leadership.
- Created the first annual community design award to broaden the event beyond practicing architects and to recognize those giving back to their communities.
- Created a new format that increased attendance at awards event by 400% in the first year and has sustained this success since.
- Created first annual sustainability award to recognize design excellence in sustainable solutions.
2.1.1 Significant Work continued

**Leading the Institute and Shaping the Knowledge Initiative**

**AIA National Leadership 1999–Present**
Shannon’s single largest contribution to national leadership stems from his strategic style and dedication to developing other leaders. He has made numerous lasting contributions, including advancing the knowledge initiative, creating opportunities for greater stability in AIA national leadership and initiatives, and increasing the role of associates in AIA governance.

**Duties involved (partial list):**
- Building Research Council Steering Committee 2012-2015
- National Vice President and Board Knowledge Committee Chair, 2005
- Executive Committee Member, 2005
- Long Range Planning Advisory Group Member (LRPAG), 2002-2007
- AIA Representative to NAAB Board, 2012-2015
- Professional Interest Area Excom member 2003-2005
- Jason Pettigrew Memorial Scholarship Founder, 2003-2005

**Results achieved:**
- Initiated and passed a bylaws change to provide four Vice Presidents on staggered two-year terms, as opposed to electing three per year with one-year terms, thus promoting more continuity in leadership and greater availability of VP’s to take on strategic portfolios as a focus area.
- Established Jason Pettigrew Fund, raising more than $200,000 for ARE scholarships to interns demonstrating leadership in their profession.
- Led and formalized strategic planning, budgeting processes, and accountability for knowledge communities based on their organizational make up, helping them transform from PIA’s.
- Initiated Knowledge Enterprise Funds to advance innovation and research.
- Authored business plan for managing $1.15 million in Grants made to AIA for its research by outside groups and was able to award more than $70,000 each year through the Board Knowledge Committee as seed money grants for knowledge community initiatives that were able to secure matching funds, creating an impact of over $250,000.
- Worked with AIA national staff to develop a strategy to provide access to the knowledge created.
- Developed the AIA’s research initiative program, which led to the production of the 2005 Report on University Research, and ultimate funding through Nation Research RFP program. The research initiative program awarded 10 grants, totaling more than $70,000 for seed money for new research efforts in its first year.
2.1.1 Significant Work continued

**Shaping Practice**


Facility Guidelines Institute Revision Committee Member, 2006–Present

Infusing his AIA leadership, passion for sharing knowledge, and professional healthcare expertise, Shannon has been an active member of the FGI guidelines revision committee, contributing his strategic leadership to help the group reach consensus on many challenging issues facing healthcare institutional facility projects today. Although one of the youngest members of the committee, he was chosen to represent this multi-disciplinary group of regulators, architects, engineers, clinicians and administrators to share that knowledge through seminars and workshops on behalf of the American Hospital Association and American Society of Healthcare Engineering.

**Duties involved:**

- 2010 and 2014 Guidelines Revisions Committee, Member, reviewing proposed changes to existing guidelines and authoring new proposed changes
- 2010 Guidelines Research Work Group, Member, evaluating research funding proposals
- ASHE Educational Programs Faculty, Presenter at workshops
- Chair, 2014 Cancer sub-group committee, authoring and reviewing proposals related to cancer treatment techniques and facilities

**Results achieved:**

- Reviewed over 2,000 proposals in two cycles, organized review sessions external to committee.
- Authored more than a dozen proposals relating to cancer and overall guidelines issues.
- Presented 2010 guidelines edition at over 30 workshops, seminars, conferences, and lunch and learns with over 2,500 attendees in a two-year period in 12 states, providing HSW credit.
- As a part of the 2010 edition, reviewed 1,142 change proposals and 1,688 comments on proposed changes to the 2006 version of the document.
- Chaired the Cancer Subgroup which authored more than 20 proposals, through a multi-disciplinary team consisting of architects, regulators, and clinicians.
2.1.1 Significant Work continued

**Integrating Hospitality into Healthcare Design Works to Enhance the Human Experience**

**Lead Designer and HKS Healthcare Practice Leader, 2002–Present**

Shannon's passion for leveraging knowledge and research, a result of his national AIA leadership, has paralleled his passion for improving the built environment. This extends into his project work where he is becoming recognized as a national leader in the integration of hospitality with healthcare.

With an emphasis on enhancing the human experience, Shannon has elevated healthcare design by researching the fundamentals of hospitality design. Going beyond finishes, Shannon explores the roots of what shapes the experience, drawing from research in the hospitality arena, and leverages that in healthcare. His focus is on the human touch points. Where hospitals historically have been about processing patients, Shannon believes they should be about caring for guests. He has created and even trademarked the concept: “Guest Focused Care.” As an example, rather than creating patient rooms with hospitality finishes, Shannon creates guest rooms with necessary medical needs. The idea has led to numerous publications and a contract offer from Wiley and Sons for a book on the subject.

In addition to his other works, Shannon has led multiple projects that have specifically sought to integrate this approach: Flower Mound Hospital in Flower Mound, TX; Lancaster General Hospital North Campus in Ephrata, PA; and Ahuja Medical Center in Cleveland, OH. Shannon served as the Lead Designer on these projects, where he collaborated with his clients and team to shape the DNA of the facilities to leverage the concept of Guest Focused Care. In Section 3, Ahuja Medical Center is highlighted in greater detail.

**Duties involved:**
- Leading projects and providing design direction and vision
- Crafting vision for how fundamentals of hospitality design can inform healthcare
- Speaking at various conferences and events to promote broader thinking of healthcare design
- Authoring articles to share knowledge and project work

**Results achieved:**
- Flower Mound Hospital: created a lower cost health and wellness facility that has won multiple design awards.
- Ahuja Medical Center: integrated hospitality, art, and green design that has won multiple design awards.
- Through sharing knowledge, concepts are informing the industry:
  - Presented this theme at four different healthcare conferences with over 300 attendees.
  - Presenter at World Medical Tourism Conference.
  - Presenter at Hospitality Design Conference, where healthcare is rarely a topic.
  - Authored or contributed to 15 articles in multiple national publications.
- Two trademarks: “Guest Focused Care” and “Guest Centered Care”.
- Offered a contract with Wiley Books to author a hospitality/healthcare book.
- Juror for Healthcare Interior Design Awards Program.
2.1.1 Significant Work continued

**International Leadership in Healthcare Design**

**Lead Designer and HKS Healthcare Practice Leader, 2002–Present**

In addition to his domestic works, Shannon has led several international projects that have helped to transform the human experience and quality of medical care for thousands of people in Europe, Asia, and the Americas. His work includes serving as the lead designer for a new state-of-the-art, 1,300 bed cancer hospital in Taipei, Taiwan and as lead designer on a new 700,000-square-foot patient tower and surgical pavilion for Hadassah in Jerusalem, Israel. In each case, Shannon led a team of design professionals that partnered with local firms to not only help deliver state-of-the-art medical facilities, but to also help share knowledge of US standards in healthcare design. His most recent international project opportunity is a hospitality focused hospital for Cancun, Mexico.

**Duties involved:**

- Leading projects and providing design direction and vision
- Crafting vision for how healthcare can evolve to incorporate patient safety, infection control, and patient privacy
- Speaking at various conferences and events to promote broader thinking of healthcare design with a focus on international challenges and opportunities
- Authoring articles to share knowledge and project work

**Results achieved:**

- Shannon has led the planning for over two million square feet of international healthcare work.
- His innovation in planning and design has helped thousands of patients in multiple countries.
- Partnerships with local firms have helped grow their knowledge of US healthcare design and planning.
- Design awards recognizing innovation in design, including threat mitigation, in a welcoming environment.

**Healthcare Practice Leader, DC Office, 2009-Present**

With a background and education in business and architecture, Shannon’s impact to the profession also extends to his role in the office. As a Senior Healthcare Designer, Shannon has developed innovative healing environments that have enriched the lives of millions of patients. He has led projects in planning, programming, and design – ranging from heart hospitals and cancer centers to women’s and children’s facilities and specialty hospitals.

Shannon launched the healthcare practice in DC in 2009, and has grown it from no projects and no employees to over 10 major commissions and a staff of over 30 working on healthcare-related pursuits throughout the United States.
2.1.1 Significant Work continued

**Notable Project Work**
Focused on creating sustainable architecture that connects with its users and the community it serves, Shannon has dedicated much of his work to experiential design solutions that reinforce the clients brand, vision, and values by identifying the story of the project that should help guide the vision and inspire the parti. Most recently his projects have been recognized for how they integrate hospitality design with healthcare design, to redefine the patient/guest experience. With over 15 years of healthcare design leadership, Shannon has been an integral part of the design and planning of over 15 million square feet of healthcare projects throughout the United States and abroad on projects of all sizes and scope. His work has included complex facilities such as freestanding heart hospitals, to replacement hospitals, women's centers, short stay hospitals, and ambulatory care facilities. His projects have been honored multiple times, with design awards from the AIA, Symposium on Healthcare Design, Modern Healthcare, and IIDA. His work has been recognized in publications such as World Architecture News, Healthcare Design, Building Design and Construction and Hospitality Design magazines.

**University Hospitals Ahuja Medical Center, Beachwood, Ohio**
Lead Designer/Senior Planner for a 375,000 sf, 7-story, 144-bed replacement hospital with expansion options to 600 beds and 60,000 sf medical office building. The project design focused on infusing hospitality with healthcare, creating an idealized patient experience. The project was the first in the country to Earn LEED Silver Certification under NC v2009, and has been recognized internationally, as well as winning a national design award in 2006. Shannon's Team consisted of staff from Dallas, TX; Richmond, VA; and Detroit, MI in the design and planning of this facility. Design Completed in 2008, Opened in 2011

**Hadassah Medical Center Sarah Wetsman Davidson Hospital Tower, Jerusalem, Israel**
Lead Designer and Planner for the replacement of the teaching hospital's Hebrew University School of Medicine's ward-based inpatient care resources with 450 private and semi-private beds. The 700,000-square-foot, 14-story tower is the first of many updates aimed at creating a new, modern resource for the growing city and is an impressive landmark for Jerusalem and the crown jewel of the university campus hilltop. The hospital expansion bridges the gap between the state-of-the-art medical center and a 3,000-year-old city while complementing the rich history of the existing healthcare campus. On the typical floor, which consists of two 36-bed units, the vertical stacking of the tower was organized around a series of multi-level healing gardens that welcome visitors off the public core, and provide a pleasant place to wait with natural light and views to the surrounding region. Within the unit, the triangular shape was developed to reduce patient and staff travel distances while maximizing light into the rooms. The corridors open up to views, providing light in the core of the unit and in many cases creating dayrooms for patients. Design Completed in 2009, Opened in 2012.
2.1.1 Significant Work continued

**Texas Health Presbyterian Hospital Flower Mound, Flower Mound, Texas**
Lead Designer/Senior Planner for a 180,000 sf, 4-story, 103-bed greenfield hospital. The concept behind the project was to create a health and wellness inspired environment, infusing hospitality while keeping costs down. It was innovative in incorporating many lean concepts for operations and construction. It was the first at project at HKS to use integrated project delivery, and Earned LEED Silver Certification under NC v2.2. Design Completed in 2008, Opened in 2011.

**National Taiwan University Cancer Center, Taipei, Taiwan**
Lead Designer for a 1.3 million sf development of a state-of-the-art cancer facility to serve as the MD Anderson of Asia. The concept drew inspiration from the healing process, focusing on creating an uplifting environment that draws from the local traditions and context. The comprehensive cancer hospital consisted of 500 beds, radiation and proton therapy, chemotherapy, outpatient clinic, surgery, imaging, preventative medicine center, stem cell transplant center and a 20,000 sf research component. Design Completed in 2009, Under Construction.

**Enze Medical Center, Taizhou, P.R. China**
Lead Designer/Senior Medical Planner for the design of a 1.6 million sf Greenfield tertiary hospital campus. Drawing inspiration from local symbols and traditions, the campus was designed to create a new medical village and featured an inpatient hospital, infectious disease hospital, research facilities, and staff housing. Shannon led a team with staff from Beijing, China and Dallas, Texas in the design and planning of this facility. Design Completed in 2006.

**Upper Chesapeake Medical Center at Havre De Grace, Havre De Grace, Maryland**
Principal Designer for a 200-acre mixed-use development that will provide a new medical center, retail, and office space in a campus setting focused on health, wellness and prevention. The health center will flip the paradigm of traditional healthcare by emphasizing ease of access for outpatients and preventative care, consistent with healthcare reform principles. The project consists of a 145 inpatient beds and attached ambulatory clinic pavilion and will be seeking LEED silver. Estimated Design Completion in 2013.

**Shore Health System Replacement Hospital, Easton, Maryland**
Principal Designer for a regional medical center which draws inspiration from the rich farming and fishing context of Easton, MD. The 415,000 sf replacement hospital is planned on a 230-acre campus that will connect with the natural features of the site, while creating a new healing environment for the regional community. The project consists of a 145 inpatient beds and attached ambulatory clinic pavilion and will be seeking LEED silver. Estimated Design Completion in 2013.
2.1.1 Significant Work continued

**University of Connecticut Health Center Dempsey Tower, Farmington, Connecticut**
Lead Designer for a new inpatient tower to serve as a link between the existing research and the delivery of patient care. The 320,000 sf tower was designed to signal state-of-the-art medicine with an emphasis on promoting bench to bedside research. The project consisted of 169 beds, 12 operating rooms and a 36-bay emergency department as well as renovations to 236,837 sf of clinic space and 2 garages with 400 spaces each. Shannon led a team with staff from Washington, DC; Boston, MA; Harford, CT; and Dallas, TX in the design and planning of this facility. Design Completed in 2010, Under Construction.

**Palmetto Health Baptist Parkridge Hospital, Irmo, South Carolina**
Lead Designer for a new Greenfield hospital focused on creating a patient friendly, guest focused health facility. The 224,000 sf, 76-bed acute care Greenfield hospital is currently under construction, and draws its design inspiration from the sweeping forms of the palmetto tree. It features a sweeping, southern, “front porch” entry experience and breaks down the massing to create a series of open air courtyards typical in 19th century local vernacular, which further helps consumers connect with the palmetto brand, while building sense of place in a new state-of-the-art facility. Shannon led a team comprised of staff from Atlanta, GA; Richmond, VA; and Washington, DC in the design and planning of this facility. Design Completed in 2010, Under Construction.

**Lancaster General Hospital North Campus Master Plan, Lancaster, Pennsylvania**
Lead Designer for the master plan of a 110-bed hospital focused on creating a hospitality inspired guest focused campus. Project features expansion options to 200 beds, ambulatory care building with medical offices and 100,000 sf building for retail, residential, and commercial use. Design Completed in 2010.

**Christiana Care Freestanding Emergency Department, Middletown, Delaware**
Lead Designer for the freestanding emergency department bringing quality urgent healthcare services to the residents of Southern New Castle County and Northern Kent County in Delaware. It is located on a 108-acre parcel of land for future expansion into a full hospital and medical campus. The 35,000-square-foot facility will contain 6 triage/supertrack rooms, 12 universal exam/treatment rooms, 1 major resuscitation room, 8 clinical decision rooms, CT, ultrasound, general x-ray and full lab with 25,000 square feet of shell space above. Currently registered with the USGBC under NC v2009, the project is seeking LEED Certification. Design Completed in 2012, Opened in 2013. The FED was designed incorporating Lean Planning to help improve the flow of the ED operations. The ED utilizes results waiting, super track, and universal exam rooms.
2.1.1 Significant Work continued

**Alegent Health System Master Plan, Facility Assessments, Renovations & Expansions**  
*Omaha and Papillion, Nebraska and Council Bluffs, Iowa*

Senior Planner for Master planning and design services at five campuses to identify and prioritize expansion and renovation projects to achieve the goal of delivering premier patient-centered care in a variety of specialties and to update the health system’s image. Expansion and renovations focus on centers of excellence at each campus including women’s, rehabilitation, cancer and outpatient services. The challenge was to balance each institution's individual needs with that of a system trying to reinforce a brand experience for all its users. Design Completed in 2007, Opened in 2010.

**University Hospital of North Staffordshire NHS Trust Fit for the Future Project**  
*City General Hospital, Stoke, England*


**Logan Regional Hospital Women’s Health Services, Logan, Utah**

Senior Planner/Designer for 100,000 sf women’s pavilion nestled against the mountains in Utah. This women’s pavilion is centered on creating a spa-like facility for health, prevention, and treatment clinics, with labor and delivery. Attached to the existing hospital, the new pavilion consolidates all women’s services into one centralized location, de-compressing the existing infrastructure, while creating a new experience. Shannon led staff in Salt Lake City, UT and Dallas, TX in the design and planning of this facility. Completed in 2004.
2.1.1 Significant Work continued

**Leadership in the Community, Developing Interns and Promoting Design**

Design Fellowship Founder, Organizer, 2006–Present

Shannon believes that leadership within the Institute must begin with leadership in his community and leadership in his firm on priority issues with the AIA. To this end, Shannon created the HKS design fellowship in 2006. Led and run by emerging professionals, the Fellowship’s goal is to bring together young designers from across the country to a central location where they can team together to solve or undertake a community-based problem in a 3-day charrette.

**Duties involved:**
- Organized fellowship format, including structure and participants
- Chaired organizing committee and groomed next generation of leadership to ensure program would thrive and continue past his own involvement
- Secured funding and support for the program within the firm
- Publicized event, results, and program

**Results achieved:**
- The first program brought together 30 young professionals to tackle an urban design problem in Dallas, Texas.
- The program has grown to include students from area schools of architecture.
- Since 2006 the program has expanded to four cities, tackling over 12 community-based problems. Over 200 interns and students from more than 30 schools of architecture have been involved in the fellowship.
- Juries have included local and national media, local mayors, and city council members, as well as public stakeholders and non-profit organizations.
- Through the fellowship, HKS has found a way to give back to the community, while investing in the nurture and development of both its own young interns and students at schools across the country. HKS does not collect fees and all time is donated to benefit the local community as a part of its 1% solution.
- In addition to other press achieved locally, the program was featured in 2012 on NPR and in the Washington Business Journal.
- Although Shannon is no longer chairing the event, the framework for the event naturally grooms the next generation of leaders, as past fellows are invited to chair and lead subsequent events in various cities.
- Design problems are organized and led by interns. Instead of waiting to be invited to the table; this allows interns to show leadership by organizing the program.
- Each program concludes with a documented report that is shared with civic leaders and key stakeholders, helping to bring value to community issues and design problems that might otherwise go unaddressed.
2.1.1 Significant Work continued

### Shaping Internship and Licensure


Authored “Participating in Professional Organizations” chapter of the handbook, focusing on educating young architects and emerging professionals about how to get involved in professional organizations. The text begins by structuring organizations into basic groups as identified by their missions: knowledge based, cause based and membership based. The text is the first comprehensive guide to getting involved in professional organizations.

### Leadership in Architectural Education and Accreditation

*Leadership in Architectural Education and Accreditation – AIA Representative, NAAB Board and Various Professional Involvements, 1996–2012*

While concurrently serving in various AIA leadership positions, Shannon has also been active with academia, working to leverage his passion for nurturing the next generation of architects and leaders. He has worked officially on behalf of the AIA with NAAB, as well as individually with over 13 schools in roles ranging from NAAB teams, to guest critics, to Dean’s advisory committees.

**Duties involved:**

- AIA Representative to NAAB Board of Directors – 2012-2015
- Guest critic, Clemson University – 2006
- NAAB Team Chair – 2011, 2012
- NAAB Team Member – AIA representative, 2002-2010
- Healthcare Studio Class Instructor – University of Texas Arlington, 2006-2008
- Dean’s advisory Committee – University of Texas Arlington, 2005-2007

**Results achieved:**

- Worked with nine schools through NAAB visiting teams, including two as focused evaluation team member, one as hearing team member, one as school observer, and two as team chair.
- Twice worked with Texas A&M in using a current HKS active project as a parallel studio project, working with and mentoring students as they developed their designs concurrent with HKS’s real-life project.
- Worked with Clemson’s Healthcare Program, in partnership with HKS’s Spartanburg Regional Medical Center client, to develop the initial patient room of the future concept and mock-up.
- Worked with University of Texas at Arlington and three other firms to develop a 4-credit hour evening healthcare studio taught within local firms by local practitioners.
- Worked with Kent State to evaluate adding a healthcare track program for their school of architecture.
2.1.1 Significant Work continued

**Contributor to “Becoming an Architect” First and Second Editions 2005, 2010**
Shannon was one of a handful of architects profiled in this book for emerging professionals. Anyone considering a career in architecture should start with this highly visual guide to preparing for and succeeding in the profession. Through fascinating interviews with working professionals in the field, *Becoming An Architect, Second Edition* gives them an inside view of what it takes to be an architect, including an overview of the profession, educational requirements, design specialties from which to choose, the job search, registration requirements, and the many directions in which a career in architecture can go. This essential guide prepares one for successfully entering this competitive yet rewarding profession.

**Contributor to “A Survival Guide to Architectural Internship” 2006**
This is a concise, helpful guide to understanding the choices and decisions one will confront on the road from student to practitioner. Whether currently an architecture student, starting the internship process, taking the registration exams, or beginning one’s own firm, this book demystifies the process. Shannon is featured in the book and shared his story about succeeding in the profession.

**Leadership in Evolving Internship and Practice for Emerging Professionals**
AIA Board Associate Director and National Associates Committee Leadership 1999-2005
Shannon was chosen by the Texas Society of Architects to be their representative to the inaugural National Associates Committee for his strategic vision. He was charged to help formalize and establish bylaws, rules and organizational structure that have now existed for over 10 years.

**Duties involved:**
- Associate Director to the AIA Board (Post AIA Registration)
- Jason Pettigrew Scholarship Co-Founder (Post AIA Registration)
- ArchVoices Student Essay Juror (Post AIA Registration)
- Texas Society of Architects Regional Associate Director
- Rules of the NAC Committee Chair and Strategic Plan Co-Author

**Results achieved:**
- Led the efforts to add an Associate to the AIA Executive Committee in 2004.
- Led the establishment of the governance structure and co-authored the rules of the committee that were adopted by the NAC and AIA board.
- Co-authored the NAC Strategic Plan in 2003 that has served as the framework for programs and activities ever since.
- Worked with Texas Board of Examiners in allowing ARE concurrent with internship.
- Worked with Texas Board of Examiners to create an ARE Scholarship Fund.
2.1.2 Presentations & Juries

Shannon provides a unique mixture of intellect on the Health Guidelines Revision Committee with his in-depth knowledge of the clinical aspects of health care and how they need to be supported by the built environment.

—Douglas Erickson, Chair Guidelines for Design and Construction of Health Care Facilities

<table>
<thead>
<tr>
<th>Year</th>
<th>Presentations &amp; Juries</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Presenter/Moderator, “Hospitality Meets Healthcare”, Hospitality Design Conference</td>
</tr>
<tr>
<td></td>
<td>Presenter, FGI Guidelines For Healthcare Construction, Virginia Society of Healthcare Engineers Annual Conference</td>
</tr>
<tr>
<td></td>
<td>Presenter/Moderator, “FGI Guidelines For Healthcare Construction”, American Hospital Association Workshop, New York</td>
</tr>
<tr>
<td></td>
<td>Presenter, “FGI Guidelines For Healthcare Construction”, American Hospital Association Workshop, Jacksonville,</td>
</tr>
<tr>
<td></td>
<td>Presenter, “FGI Guidelines For Healthcare Construction”, American Hospital Association Workshop, Seattle</td>
</tr>
<tr>
<td></td>
<td>Presenter, “FGI Guidelines For Healthcare Construction”, American Hospital Association Workshop, Boston</td>
</tr>
<tr>
<td></td>
<td>Presenter, General Session and Knowledge Sharing Sessions, AIA National Convention</td>
</tr>
<tr>
<td></td>
<td>Presenter/Moderator, “Hospitality Meets Healthcare”, World Medical Tourism Conference</td>
</tr>
<tr>
<td></td>
<td>Participant, Patient Safety Seminar, Center for Healthcare Design</td>
</tr>
<tr>
<td>2012</td>
<td>Presenter, “FGI Guidelines For Healthcare Construction”, American Hospital Association Seminar, Phoenix</td>
</tr>
<tr>
<td></td>
<td>Presenter/Moderator, “Hospitality Meets Healthcare”, World Medical Tourism Conference</td>
</tr>
<tr>
<td></td>
<td>Presenter, “FGI Guidelines For Healthcare Construction”, American Hospital Association Workshop, Jacksonville,</td>
</tr>
<tr>
<td></td>
<td>Presenter, “FGI Guidelines For Healthcare Construction”, American Hospital Association Workshop, Seattle</td>
</tr>
<tr>
<td></td>
<td>Presenter, “FGI Guidelines For Healthcare Construction”, American Hospital Association Workshop, Boston</td>
</tr>
<tr>
<td>2013</td>
<td>Presenter/Moderator, “Hospitality Meets Healthcare”, Hospitality Design Conference</td>
</tr>
</tbody>
</table>

**KEY:** Demonstrates Strategic + Visionary Leadership in: K Knowledge  A Internship  P Practice
2.1.2 Presentations & Juries continued

- Organizer/Chair – Design for New Decade Issue Forum, AIA National Convention
- Organizer/Chair – Sustainable Design for New Decade Issue Forum, AIA National Convention
- Organizer/Chair – Community Design for New Decade Issue Forum, AIA National Convention
- Organizer/Chair – Regional Design for New Decade Issue Forum, AIA National Convention
- Organizer/Chair – Design and Practice for New Decade Issue Forum, AIA National Convention
- Organizer/Chair – International Design for New Decade Issue Forum, AIA National Convention
- Presenter, AIA National Convention Miami Preview, AIA National Convention
- Presenter, AIA Dallas Design Awards Master of Ceremonies, AIA Dallas
- Presenter, Changes with FGI Guidelines for Healthcare Construction, AIA Dallas
- Presenter, AIA Dallas Design Awards Master of Ceremonies, AIA Dallas
- Presenter, Internship and Career Panel, Texas Society of Architects Annual Convention
- Presenter, Internship and Career Panel, AIA North Carolina
- Juror, Precast Concrete Design Awards
- Jury Chair, AIA Knowledge Enterprise Funds
- Keynote Speaker, University of Texas Arlington Commencement
- Presenter, AIA Forum, TSA Annual Convention
- Presenter, “Completing the Journey: Paving the Way to Licensure”, AIA National Convention
- Presenter, Architecture and Career Survey, AIA Grassroots
- Juror, Archvoices Essay Competition
- Juror, National Engineers Week Future Cities Competition
- Presenter, AIA Knowledge Initiative, AIA Grassroots
- Juror, Jason Pettigrew Scholarship
- Presenter/Organizer, “Beyond the Profession”, AIA Convention
- Presenter, Architecture and Career Survey, AIA Board
- Speaker, Business of Design Conference for Minority Businesses
- Juror, Jason Pettigrew Scholarship
- Presenter, AIA Knowledge Initiative, AIA Grassroots
- Presenter/Organizer, “The Architect of Expanding Profession”, AIA Convention
- Presenter, “Broadening Profession”, AIA Grassroots
- Presenter, “Successful firm intern programs”, AIA Convention
- Issues Forum Presenter, “Inclusiveness”, AIA Grassroots

KEY: Demonstrates Strategic + Visionary Leadership in: Knowledge, Internship, Practice
2.1.3 Volunteer Positions

During our time together on the AIA National Board and the BoKnoCo, Shannon volunteered both his forward thinking leadership and his perspectives to our conversation and was instrumental in implementing policies that helped propel the Institute forward!

—Norman Strong, FAIA, Partner, The Miller Hull Partnership, 2002-05 AIA National Board and BoKnoCo Member, 2005-07 AIA National Vice President

<table>
<thead>
<tr>
<th>Year</th>
<th>Position</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>AIA NAAB, Board of Directors</td>
<td>AIA Handbook for Professional Practice, Contributing Author</td>
</tr>
<tr>
<td>2011</td>
<td>AIA NAAB Accreditation Team Chair, University of New Mexico</td>
<td>HKS Design Fellowship, DC Mentor, U-Line Arena</td>
</tr>
<tr>
<td>2010</td>
<td>Facility Guidelines Institute Guidelines for Design and Construction of Healthcare Facilities, Steering Committee</td>
<td>AIA Representative to NAAB Visiting Teams</td>
</tr>
<tr>
<td>2009</td>
<td>AIA NAC Jason Pettigrew Memorial Fellowship Committee</td>
<td>ASHE Educational Programs Faculty</td>
</tr>
<tr>
<td>2009</td>
<td>AECKnowledge Founding Editorial Board Member</td>
<td>AIA National Convention Chair, Miami</td>
</tr>
<tr>
<td>2009</td>
<td>AIA NAAB Accreditation Team Member, UMass, Amherst, MA</td>
<td>AIA NAAB Accreditation Team Observer, SIUC, Carbondale, IL</td>
</tr>
<tr>
<td>2009</td>
<td>Facility Guidelines Institute Guidelines for Design and Construction of Healthcare Facilities, Steering Committee</td>
<td>AIA Representative to NAAB Visiting Teams</td>
</tr>
<tr>
<td>2008</td>
<td>AIA NAC Jason Pettigrew Memorial Fellowship Committee</td>
<td>AIA Dallas Design Commissioner and Executive Committee</td>
</tr>
<tr>
<td>2007</td>
<td>AIA Representative to NAAB Visiting Teams</td>
<td></td>
</tr>
</tbody>
</table>
### 2.1.3 Volunteer Positions continued

<table>
<thead>
<tr>
<th>Year</th>
<th>Position</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>Texas Society of Architects Radio and Communications Committee Chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA NAC Jason Pettigrew Memorial Fellowship Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make-A-Wish Foundation Volunteer</td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>AIA Dallas Center for Architecture Program Chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA NAAB Accreditation Team Member, NJIT, Newark, NJ</td>
<td></td>
</tr>
<tr>
<td></td>
<td>NCARB Exam Testing Committee, Graphics Section</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Texas Society of Architects Radio and Communications Committee Chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facility Guidelines Institute Guidelines for Design and Construction of Healthcare Facilities, Steering Committee</td>
<td></td>
</tr>
<tr>
<td>2007</td>
<td>AIA Healthcare Design Awards Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA/NCARB IDP Companion Task Force</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA Dallas Design Awards Committee Chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HKS Design Fellowship, National Chair/Founder</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA Representative to NAAB Visiting Teams</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA NAC Jason Pettigrew Memorial Fellowship Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make-A-Wish Foundation Volunteer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HKS Design Fellowship, National Chair, Trinity River Plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Texas Society of Architects Secretary</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA NAAB Trends in the Profession Task Group Member</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facility Guidelines Institute Guidelines for Design and Construction of Healthcare Facilities, Steering Committee</td>
<td></td>
</tr>
<tr>
<td>2006</td>
<td>AIA Healthcare Design Awards Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA/NCARB IDP Companion Task Force</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA Dallas Design Awards Committee Chair</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HKS Design Fellowship, National Chair/Founder</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA Representative to NAAB Visiting Teams</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University of Texas Arlington, Deans Advisory Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA NAC Jason Pettigrew Memorial Fellowship Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA Long Range Planning Advisory Group Committee Member</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make-A-Wish Foundation Volunteer</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clemson University, Guest Critic</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HKS Design Fellowship, National Chair, Woodall Deck Park</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HKS Design Fellowship, National Chair/Founder</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA Representative to NAAB Visiting Teams</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University of Texas Arlington, Deans Advisory Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA NAC Jason Pettigrew Memorial Fellowship Committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AIA Long Range Planning Advisory Group Committee Member</td>
<td></td>
</tr>
</tbody>
</table>
2.1.3 Volunteer Positions continued

KEY: Demonstrates Strategic + Visionary Leadership in:

<table>
<thead>
<tr>
<th>Year</th>
<th>Position Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>AIA National Executive Committee, Vice President</td>
</tr>
<tr>
<td>2002</td>
<td>AIA National Board Knowledge Committee Chair</td>
</tr>
<tr>
<td>2002</td>
<td>AIA 2030 Challenge Task Force</td>
</tr>
<tr>
<td>2002</td>
<td>University of Texas Arlington, Deans Advisory Committee</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC Jason Pettigrew Memorial Fellowship Committee</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Professional Interest Area Executive Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC Strategic Planning Committee Chair</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Long Range Planning Advisory Group Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>Make-A-Wish Foundation Volunteer</td>
</tr>
<tr>
<td>2002</td>
<td>ArchVoices Essay Competition Juror</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC Jason Pettigrew Memorial Fellowship Committee</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Professional Interest Area Executive Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Long Range Planning Advisory Group Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>Texas Society of Architects Regional Associate Director</td>
</tr>
<tr>
<td>2002</td>
<td>Make-A-Wish Foundation Volunteer</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC Jason Pettigrew Memorial Fellowship Committee</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Professional Interest Area Executive Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Long Range Planning Advisory Group Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>AIA National Board of Directors Associate Representative</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Board Scholarship Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC Associate Director to AIA Board</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC/Archvoices Internship and Career Survey Task Force Co-Author/Researcher</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NCA Executive Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>Texas Society of Architects Regional Associate Director</td>
</tr>
<tr>
<td>2002</td>
<td>Make-A-Wish Foundation Volunteer</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Board Education Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC Associate Convention Programs Chair</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC Archvoices Advisory Board Member</td>
</tr>
<tr>
<td>2002</td>
<td>Archvoices Intern Summit Participant</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Long Range Planning Advisory Group Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>AIA National Board of Directors Associate Representative</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Board Scholarship Committee Member</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC Associate Director to AIA Board</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC/Archvoices Internship and Career Survey Task Force Co-Author/Researcher</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NAC Chair</td>
</tr>
<tr>
<td>2002</td>
<td>AIA Dallas Chapter Ken Roberts Memorial Delineation Competition Chair</td>
</tr>
<tr>
<td>2002</td>
<td>AIA NCA Executive Committee Member</td>
</tr>
</tbody>
</table>
2.1.3 Volunteer Positions continued

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>▲ Texas Society of Architects Regional Associate Director</td>
</tr>
<tr>
<td></td>
<td>▲ Make-A-Wish Foundation Volunteer</td>
</tr>
<tr>
<td></td>
<td>▲ AIA NAC Chair</td>
</tr>
<tr>
<td>2001</td>
<td>▲ AIA Dallas Chapter Ken Roberts Memorial Delineation Competition Chair</td>
</tr>
<tr>
<td></td>
<td>▲ AIA NCA Executive Committee Member</td>
</tr>
<tr>
<td></td>
<td>▲ Texas Society of Architects Regional Associate Director</td>
</tr>
<tr>
<td></td>
<td>▲ Make-A-Wish Foundation Volunteer</td>
</tr>
<tr>
<td>2000</td>
<td>▲ AIA NCA Executive Committee Member</td>
</tr>
<tr>
<td></td>
<td>▲ Texas Society of Architects Regional Associate Director</td>
</tr>
<tr>
<td></td>
<td>▲ Make-A-Wish Foundation Volunteer</td>
</tr>
<tr>
<td>1999</td>
<td>▲ AIA NAAB Accreditation Team Member, New School of Architecture, San Diego, CA</td>
</tr>
<tr>
<td></td>
<td>▲ AIA NAAB Accreditation Team Member, University of Detroit-Mercy, Detroit, MI</td>
</tr>
<tr>
<td></td>
<td>▲ AIA/AAF Minority/Disadvantaged Scholarship Awards Committee Member</td>
</tr>
<tr>
<td>1998</td>
<td>▲ ▲ AIA Students Graphisoft Prize International Competition Coordinator</td>
</tr>
<tr>
<td></td>
<td>▲ AIA Students National Vice President</td>
</tr>
<tr>
<td>1997</td>
<td>▲ ▲ AIA Students Intern Development Program Coordinating Committee Member</td>
</tr>
<tr>
<td></td>
<td>▲ AIA Students National Vice President</td>
</tr>
<tr>
<td>1996</td>
<td>▲ ▲ AIA Students Intern Development Program Coordinating Committee Member</td>
</tr>
</tbody>
</table>

**KEY:** Demonstrates Strategic + Visionary Leadership in: K Knowledge ▲ Internship ▲ Practice
2.2 Significant Awards, Honors & Recognition

A Comment from the National AIA Young Architect awards jury summed up why jurors chose Kraus:
“He has clearly demonstrated leadership at the national level, he took on significant responsibilities and his thoroughness and conviction were remarkable! The unique aspect of his leadership signals another route for practicing architects and his vision captures everyone’s imagination.”

Modern Healthcare Up and Comers Nominee
Healthcare Facilities Symposium Distinction Awards, Team Award: Alegent Health Generation Patient Projects
Healthcare Facilities Symposium Distinction Team Award: Flower Mound Hospital
Modern Healthcare Design Award, Citation, Built: Flower Mound Hospital
IIDA Interiors Design Excellence Award: Flower Mound Hospital
Dallas Business Journal 40 under 40
Dallas AIA Young Architect of the Year
Modern Healthcare Design Award, Citation, unbuilt: Ahuja Medical Center
Building Design and Construction 40 under 40
Environmental Design + Construction – Finalist: St. Mary’s/Duluth Clinic First Street Building
Southeast Construction, Best of ’07 Awards – Best Health Care: Holmes Regional Medical Center
Modern Healthcare Design Award Citation, Unbuilt: Hadassah Medical Center
National AIA Young Architect Award Recipient
Richard Upjohn Fellow
TSA William Caudill Young Architect Award Recipient
Modern Healthcare Design Award Citation, Unbuilt: EROne
American Institute of Architects, Dallas Chapter, 144 Design Award, Unbuilt
American Institute of Architects, Dallas Chapter, Citation for Design, Houston Phase 2
American Institute of Architects, Dallas Chapter, Associate of the Year
NASA Means Business Case Competition Winner
Robert F. Hastings Memorial Fellowship in Architecture and Design
Women’s Architectural League of Chicago Scholar
American Institute of Architects Academic Scholar
Earl Prize Award for Outstanding Design

Winner of four Modern Healthcare Design Awards in five years
2.3 Significant Publications

As I developed the list of architects to profile for "Becoming an Architect", I contacted Shannon Kraus because of his leadership within the profession both as a student and as a practicing architect. As a student, Shannon served as AIAS national vice-president and later as the youngest AIA vice-president in history. I am pleased he agreed to author a profile and be seen as an example for many aspiring architects reading the book.

—Lee W. Waldrep, Ph.D., author of “Becoming an Architect, 2nd ed.”

### Authored

- “Population Health: The Health and Wellness of People and Communities”, *Academy Journal*, pending, 2013
- “Smart3: Smart Decisions, Smart Design, Smart Price” Texas Health Presbyterian Hospital Flower Mound, *Medical Construction & Design*, February 2011
- “Hospitality Meets Healthcare”, HKS Lancaster General Hospital *Healthcare Design*, November 2010
- Contributor, *Becoming an Architect*, 2010
- “Community Based Design Charrettes” *Texas Construction*, May 2008
- “AIA Dallas Design Awards” *Columns*, October 2007
- “2007 AIA Design Awards” *Columns*, July/August 2007
- “University Research” *AIA Report*, 2005
- NAC Governance White Paper to AIA Board, 2001
- “Business Model We Can All Learn From” *AIArchitect*, 2001

### About or Quoted

- “HKS Making a Mark in NE Healthcare” University of Connecticut Health Center, High-Profile Blog, May 2012
- “University Hospitals Ahuja Medical Center Awarded LEED Silver” *Green Reporter*, January 2012
- “Biographical Feature: Shannon Kraus, AIA, MBA, ACHA” *Medical Tourism Congress*, 2011
- “University Hospitals Ahuja Medical Center Awarded LEED Silver” *Medical Construction & Design*, August 2011
- “How About Guest Focused Care” *Healthcare Design*, April 2011

### KEY: Demonstrates Strategic + Visionary Leadership in:

- **K** Knowledge
- **I** Internship
- **P** Practice
2.3 Significant Publications continued

<table>
<thead>
<tr>
<th>Year</th>
<th>Publication</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>“University Hospitals’ Ahuja Medical Center in Beachwood Balancing Evidence Based Design with Sprawl” Cleveland.com, February 2011</td>
</tr>
<tr>
<td>2010</td>
<td>“Pinnacle of Patient Care” Ahuja Medical Center, Properties Magazine, January 2011</td>
</tr>
<tr>
<td></td>
<td>Project Profile, Ahuja Medical Center, “A Vision of Community Springs to Life” Healthcare Building Ideas, March 2011</td>
</tr>
<tr>
<td></td>
<td>“Healthcare Guidelines for Design and Construction” FGI 2010</td>
</tr>
<tr>
<td></td>
<td>“2010 Health Guidelines New and Improved” Healthcare Design, September 2010</td>
</tr>
<tr>
<td></td>
<td>“Modern Healthcare’s Architectural Design Awards – 2010” Texas Health Presbyterian Flower Mound, Modern Healthcare, September 2010</td>
</tr>
<tr>
<td></td>
<td>“Presbyterian Flower Mound is Modern Healthcare Winner” dBusinessNews, September 2010</td>
</tr>
<tr>
<td></td>
<td>“Presbyterian Flower Mound is Modern Healthcare Winner” North Texas e-News, September 2010</td>
</tr>
<tr>
<td></td>
<td>“What Is So Good About Green” Texas Health Presbyterian Hospital Flower Mound, Dallas/Fort Worth Construction News, 2010</td>
</tr>
<tr>
<td></td>
<td>“Kraus named healthcare leader for HKS D.C.” Medical Construction and Design, Nov/Dec 2009</td>
</tr>
<tr>
<td></td>
<td>“40 under 40” Building Design + Construction, January 2009</td>
</tr>
<tr>
<td></td>
<td>“40 under 40” Dallas Business Journal, June 2009</td>
</tr>
<tr>
<td></td>
<td>“HK5 Design Fellowship Links Young Designers with Community” AIArchitect, 2008</td>
</tr>
<tr>
<td></td>
<td>“River Walk and Hospital Plans Approved” Presbyterian Hospital of Flower Mound, Flower Mound Messenger, September 2008</td>
</tr>
<tr>
<td></td>
<td>“Putting the Brakes on Construction Costs” Healthcare Design, June 2008</td>
</tr>
<tr>
<td>2008</td>
<td>“HK5 Design Fellowship” AIArchitect, May 2008</td>
</tr>
<tr>
<td></td>
<td>“Women’s Center at Logan Regional” Intermountain Contractor, July 2007</td>
</tr>
<tr>
<td></td>
<td>“Former Decatur Man Honored by Architects Association” Decatur Tribune, February 2006</td>
</tr>
<tr>
<td></td>
<td>Contributor, Becoming an Architect, 2006</td>
</tr>
<tr>
<td></td>
<td>“Kraus Among AIAs 2006 ‘Young Architects’” Texas Architect, 2006</td>
</tr>
<tr>
<td>2007</td>
<td>“Women’s Center Underway at Logan Regional” Intermountain Contractor, July 2006</td>
</tr>
<tr>
<td></td>
<td>“Logan Regional Plans New Women’s Center” Community Sprint, April 2006</td>
</tr>
<tr>
<td></td>
<td>“Kraus received the Texas Society of Architect’s Award for Young Professional Achievement” The Dallas Morning News, Aug. 2005</td>
</tr>
</tbody>
</table>

**KEY:** Demonstrates Strategic + Visionary Leadership in: **K** Knowledge **I** Internship **P** Practice
2.3 Significant Publications continued

**Project-based**

- “University Hospitals Ahuja Medical Center in Beachwood, Ohio” *Metal Architecture* August 2012
- “Putting the ‘Hospital’ in ‘Hospitality’” *World Architecture News* April 2012
- “HKS Designed Tower Opens in Jerusalem” *Healthcare Design*, April 2012
- “Project Focus - Healthcare - University Hospitals Ahuja Medical Center” *Metal Construction News* February 2012
- “Architectural Showcase - Ahuja Medical Center” *Healthcare Design*, September 2011
- “Ahuja Medical Center’s Design Marries Art, Science” *Cleveland.com*, February 2011
- “Encouraging a Healthy Lifestyle in Patients, Staff and Community at Ahuja Medical Center” *Cleveland.com*, February 2011
- “Architectural Showcase” University Hospitals Ahuja Medical Center, *Healthcare Design*, October 2010
- “Architectural Showcase” University Hospitals Ahuja Medical Center, *Healthcare Design*, September 2010
- “Hospital Anchors Mixed-Use Development” *Building Design + Construction*, 2008
- “Ahuja Medical Center in Beachwood, Ohio” *Columns* January 2008
- “HKS and Array Selected Designer for Ahuja Medical Center” *Medical Construction & Design*, December, 2007
- “The Healing Hadassah Center in Israel” *Medical Construction & Design* February 2007
- “Hadassah Receives a Modern Healthcare Citation” *Modern Healthcare*, September 2006

**KEY:** Demonstrates Strategic + Visionary Leadership in: K Knowledge  A Internship  P Practice
Strategic + Visionary Leadership

### Shaping the Knowledge Initiative

1. **Strategic Leadership in Knowledge Sharing and Networking**  
   Chair of AIA National Convention in Miami, 2010

2. **Strategic Leadership for Sharing Knowledge in the Public Realm**  
   Texas Society of Architects Radio and Communications Committee Chair, 2008, 2009

3. **Strategic Leadership in Enhancing Design Knowledge through Local AIA**  
   AIA Dallas Leadership, 2001–2009

4. **Leading the Institute and Shaping the Knowledge Initiative**  
   AIA National Leadership 1999–Present

### Shaping Practice

   Facility Guidelines Institute Revision Committee Member, 2006–Present

6. **Integrating Hospitality into Healthcare Design Works to Enhance the Human Experience**  
   Lead Designer and HKS Healthcare Practice Leader, 2002–Present

7. **International Leadership in Healthcare Design**  
   Lead Designer and HKS Healthcare Practice Leader, 2002–Present

8. **Leadership in the Community, Developing Interns and Promoting Design**  
   Design Fellowship Founder, Organizer, 2006–Present

### Shaping Internship and Licensure

9. **Leadership in Architectural Education and Accreditation**  
   AIA Representative, NAAB Board and Various Professional Involvements, 1996–2012

10. **Leadership in Evolving Internship and Practice for Emerging Professionals**  
    AIA Board Associate Director and National Associates Committee Leadership 1999–2005
1. Strategic Leadership in Knowledge Sharing and Networking

Organization of Record: American Institute of Architects  
Completion Date: 2008-2010  
Role of Nominee: Chair of the AIA National Convention in Miami

**Synopsis**

Thinking strategically, Shannon's goal in chairing the convention was to streamline the process while holding a sustainable event, in a challenging and diverse city, that could better connect with the convention's theme and the Institute's strategic objectives. Utilizing "Design for the New Decade" as its theme, Shannon led his committee in developing a theme based on design at different scales, one each day: the building, community, and international. This provided a framework for organizing convention programming; including keynotes author Daniel Pink, AIA Gold Medalist Peter Bohlin, FAIA, and artist Chris Jordan. To further realize the theme, Shannon strategically created and organized six design forums, which were designed to be a scale between the keynote sessions and the seminars, to piggyback the theme of the day and to provide a platform for AIA to connect its strategic initiatives into the convention and its members while fostering greater collaboration among attendees and speakers.

**Notable Speakers Involved:**
- Carne Pinos
- Ann Schoepf
- Majora Carter
- Sam Assefa
- Dr. Jackson
- Bob Ivy
- Ed Kodet
- Clark Kellog
- John Trourney

**Notable Organizations Involved:**
- NAAB
- NCARB
- YAF
- COF
- AIAS
- NAC
Results

- Established, planned and choreographed six design forums for over 1,100 attendees featuring 24 renowned speakers from eight countries to provide deeper dives into the AIA’s strategic initiatives. These forums covered topics such as Sustainable Design for the New Decade with Susan Szenasy, Community Design for the New Decade with Ted Landsmark and International Design for the New Decade with Tom Fisher.
- A more diverse convention, with over 74 countries in attendance, forums allowed for strategically more diverse programming. We were also able to provide dedicated programming on strategic initiatives of the AIA for several organizations, including YAF, NAC, and College of Fellows.
- Brought the AIA Gold Medal program back into the convention as one of the three keynote events, the first time in decades the gold medalist was presented at convention and not Accent on Architecture. This event has been offered at the convention since.
- As the second convention to offer an on-line portal for remote attendance, we were able to bring more programming on-line expanding from 14 sessions in 2009 to 36 in 2010.
- Emphasized greater sustainability practices in moving to more on-line materials, recycled content and other sustainable practices in convention offerings.

Keynote Presentations

- Building Design for the New Decade: The Role of Right-Brain Thinking in a Modern Economy
  Daniel Pink, Author
- Community Design for the New Decade: Consumerism and Responsibility
  Chris Jordan, Artist
- Global Design for the New Decade: A Discussion with the 2010 Gold Medalist and Architecture Firm Award Recipients
  Robert A. Ivy Jr., FAIA, McGraw-Hill Construction

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above. That responsibility included:

- Serving as AIA National Convention in Miami, Chair for year 2010

Kim Tanzer, FAIA | 2010 Convention Programs Chair
2. Strategic Leadership for Sharing Knowledge in the Public Realm

Organization of Record: Texas Society of Architects (TSA)
Completion Date: 2007-2008
Role of Nominee: Chair of the Texas Society of Architects Radio and Communications Committee

**Synopsis**

Charged by the Texas Society of Architects to lead and develop the first strategic plan for the Texas Society of Architect Radio and Communications Platform and to help set the future for its award-winning program “The Shape of Texas.” “The Shape of Texas” (TSOT) is a radio program about architecture and travel destinations that broadcasts descriptive information about contemporary and historical architecture and places which define Texas culture and heritage. The program seeks to pique listeners’ interest and lead them to look at the built environment with a fresh and knowing eye.

The program aired on NPR 28-30 times a week on 11 NPR affiliates statewide and ran from 1999-2011. As the primary backer of the program, TSA charged Shannon and his committee with establishing a three-year strategic plan to identify its role in the society and long-term viability. The committee established and adopted a plan to set a vision for how to broaden its reach, thereby shoring up its role as a cornerstone program for TSA through 2010. All 520 episodes of “The Shape of Texas” are accessible on the Texas Society of Architects Website: https://texasarchitects.org/v/the-shape-of-texas/

“The Shape of Texas is an engaging radio program that provides listeners with something unique and uniquely Texan, in each segment. Not only does it offer ideas and inspiration for travel to the real places that tell the real stories of our state, it also focuses on the adaptive reuse of historic structures, such as courthouses, through support from the Texas society of architects.”

– Mark Wolfe, Texas Historical Commission executive director
Results

- Strengthened TSA support and commitment for “The Shape of Texas” program through 2010 by securing $30,000 from TSA Board in 2007.
- Developed the first prospectus to help solicit funding for more than 80 additional episodes.
- Developed web content, creating a searchable database of nearly all 520 episodes by city and listing, allowing the public to create customized playlists for architectural tourism.
- Since its inception, the TSOT webpage has received more hits than any other page on the TSA website.
- While it is very difficult to measure how many unique listeners the program reached through the public and school programs, we do know that “The Shape of Texas” podcasts have been downloaded thousands of times since becoming available in 2007 to greatly expand accessibility beyond its radio format.
- From 2008-2010, more than 80 new episodes were created and on-air market reach included Texas, Arkansas, Louisiana, and Northern Mexico.
- In 2007, TSA began to develop the TSOT archive/library as classroom material for public schools, web use, and podcasting. The first two podcasts were created in 2007 in conjunction with the AIA150 celebration and national convention in San Antonio.
- Success of “The Shape of Texas” was one of the inspirations behind the AIA Americas favorite architecture/places in conjunction with the AIA150.

<table>
<thead>
<tr>
<th><strong>Artifacts/outputs are cyclical by project, details listed are important to complete in 2010</strong></th>
<th>Raise Awareness</th>
<th>Educational Resource</th>
<th>Encourage Experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop new episodes</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Update classic episodes</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Package Podcasts by City</td>
<td></td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Package Podcasts by Theme</td>
<td></td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Develop enriched Podcasts with images</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop Video Episodes for TV</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Develop enriched Podcasts with Video</td>
<td></td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Create “Interviews with Architects” Podcasts</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create On-line Image Library for all episodes</td>
<td></td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>Syndicate Podcasts to iTunes</td>
<td>✔</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Relevant Supporting Organizations

- Texas Highways Magazine
- American Architectural Foundation
- American Institute of Architects
- College of Fellows
- American Institute of Architects
- Best Western, Inc.
- Acme Brick

Awards

In 2011 the project won the 2010 Award of Excellence in Media Achievement from the Texas Historical Commission.
3. Strategic Leadership in Enhancing Design Knowledge through Local AIA

Organization of Record: AIA Dallas
Completion Date: 2001 - 2009
Role of Nominee: Design Awards Chair, Executive Committee, Design Commissioner, Ken Roberts Memorial Delineation Competition Chair, Architectural Foundation Programming Committee

Synopsis
From his roles as Design Awards Chair to Ken Roberts Memorial Delineation Chair, Shannon applied his strategic leadership style to every position, helping to reinvigorate programming, increase revenue and increase exposure for design and architects.

As Chair of the Design Awards program, he was charged with developing a strategy to increase exposure and increase revenue for what was a stagnant program. Shannon worked with his committee to redefine award categories and target new sources of sponsors. As chair of Ken Roberts Memorial Delineation Competition, the oldest delineation competition in the States, Shannon was challenged with a program facing declining interest in lost hand art. Shannon led the committee towards incorporating digital delineation as a category, opened it up to students and online, and secured the program's first major sponsor to turn it into a revenue program for the chapter.

In addition to these two key roles; Shannon also led the chapter as Design Commissioner, Executive Committee member, and as a Dallas Architectural Foundation Programming Committee member to help establish programming for the newly minted foundation. He remained active with the chapter up until his relocation to Washington DC in 2009.
Results

- Re-energized the Dallas Design Awards program from a break-even event paid for by entrance fees to a robust chapter fundraising event, increasing profits 175% in his first year of leadership with the new format.
- Strategically initiated a funding prospectus and sponsorship methodology raising more than $40,000 during his 2-year tenure as Design Awards Chair (during the recession) and has largely sustained this level since. Those additional funding sources helped reduce the burden to member firms and also helped fund programming for the newly created Dallas Architectural Foundation.
- Established a legacy of leadership development and transition within Design Awards committee and Ken Roberts resulting in more long term stability, continuity, success in fundraising and program development. The chairs of the Design Awards program since 2007 have all stemmed from the committee that Shannon established in his first year.
- Created first annual Community Design Award to broaden the event beyond practicing architects and to recognize those giving back to their communities.
- Created first annual Sustainability Award to recognize design excellence in sustainable solutions.
- Transformed the Ken Roberts Memorial delineation competition to include digital platforms, students and on-line portals which have energized the program. Since then, entries have grown from an average of 60 entries to more than 411 each year (with 2/3 of those digital) welcoming entrants from as many as 32 countries.

“\nWhen Shannon Kraus was asked to chair the AIA Dallas Design Awards program in 2007, he was starting from scratch. None of the previous committee members were returning from the previous year. He confidently assembled a committee that was able to take the program to new heights. His leadership enabled that committee to turn the Design Awards program into one of the leading fundraising activities for the chapter. It was a quick turnaround, but it also has become an ongoing success story at AIA Dallas. The program has attracted top designers as jurors each and every year, including Pritzker Prize winner Thom Mayne, and has become a highlight of Architectural Design for local Architects in the City of Dallas.”

– Thom Powell, AIA, 2009-2010 AIA Dallas Design Awards Chair

Awards Received

- AIA Dallas Young Architect of the Year, 2008
- TSA William Caudill Award for Young Professional Achievement, 2005
- AIA National Young Architect Award, 2006
- AIA Dallas Associate of the Year, 2000

Declaration of Responsibility

I have personal knowledge of the nominee's responsibility for the project listed above. That responsibility included:

[ ] Signature of nominee

[ ] Signature of witness

Betsy DelMonte, FAIA | Former President, AIA Dallas
4. Leading the Institute and Shaping the Knowledge Initiative

Organization of Record: AIA National
Completion Date: 1999–Present
Role of Nominee: Representative to NAAB Board, National Executive Committee, Vice President, Long Range Advisory Committee, Professional Interest Area Excom, Scholarship Committee, & Others

Shannon B. Kraus, FAIA, ACHA, MBA, NCARB, LEED AP | 33

Synopsis

Shannon’s single largest contributions to national leadership stem from his strategic style of leadership and mind for developing other leaders. Through this focus he has made numerous lasting contributions including advancing the knowledge initiative, greater stability in AIA national leadership and initiatives, the role of associates in AIA governance, and long range planning.

Perhaps one of his largest on-going contributions is having a pivotal role in re-shaping the AIA excom to have a greater knowledge focus. From adding an Associate to the Excom, passed in 2004; to leading the initiative to add a fourth Vice President and move to 2 year staggered terms for greater issue coverage and effectiveness, the leadership structure of the excomm was evolved into something that could better guide the Institute and the issues that members find most pressing. Numerous Associates and VP’s have since leveraged these changes to have a much greater impact during their time of service.

With the recent focus on the AIA becoming a knowledge-based organization, Shannon was appointed to serve as Chair of the Board Knowledge Committee, where he actively worked to align resources and funding with efforts that members, components, and knowledge communities can respond to and measure. He worked with AIA national staff to develop a strategy to provide access to the knowledge created so the building industry may better serve their clients and communities.

Shannon’s efforts beyond his role as Vice President have also made numerous lasting contributions, such as the implementation of a state-wide scholarship program for interns, and the formalization of the National Associates Committee. He also co-chaired the AIA’s Green Building Summit leading to adoption of the AIA policy requiring the 2030 challenge.

“A leadership requires equal measures of wit, confidence, tactical imagination, and presence-of-mind. Shannon possesses all of these attributes in abundance. Doubtless this is why the AIA entrusted Shannon, its youngest officer, with its most ambitious and significant initiatives. He operates far in advance of the scheduled agenda, mindful of our compass, alert to the course and expedient without haste.”

– Daniel S. Friedman, PhD, FAIA, Professor and Director at the University of Illinois at Chicago

Awards Received

- AIA Dallas Young Architect of the Year, 2008
- TSA William Caudill Award for Young Professional Achievement, 2005
- AIA National Young Architect Award, 2006

Knowledge Impact

4 Surveys 16 seminars
3 Road Shows 13 Conferences 1 Competition
6 Books 9 Newsletters
13 Conferences 9 Newsletters
9 Awards Programs 41 Scholarships
15 Convention Programs
Results

- Through work on Long Range Planning Advisory Group, he helped lead the initiative to change to four Vice Presidents on staggered 2-year terms, promoting more continuity in leadership and greater availability of VP’s to take on strategic portfolios as a focus area.
- Development of knowledge sharing tools, accessibility for members to select their knowledge communities online for the first time, and the development of the AIA’s RFP program, which led to the production of the 2005 Report on University Research.
- Under his leadership, some knowledge communities were combined, such as the building enclosures knowledge committee with building systems committee, so that they might better flourish. Others were sunset and yet others were given probationary status, such as the leadership knowledge community. In all cases, he led the board knowledge committee in working closely with the KC’s and other affinity groups to help build trust, lend support and guide their strategic planning for greater autonomy.
- This knowledge focused agenda led to the creation of resources like AECKnowledge.com which targets over 6 million professionals and tradespersons and allows knowledge providers to create a strong presence throughout the highly-fragmented AEC industry, of which Shannon was a founding member.
- Authored business plan for managing $1.15 million in Grants made to AIA for its research by outside groups, and was able to award more than $70,000 each year through the Board Knowledge Committee as seed money grants for knowledge community initiatives that were able to secure matching funds, creating an impact of over $250,000.
- Led the initiative to add an associate to the AIA Executive committee. Today, the NAC is a strong voice for Associates, resulting in increased retention rates, improved benefits, and increased membership. The National Executive Committee has included associates now for the last 8 years.
- With an emphasis on future leadership, he helped to establish and then guide the Jason Pettigrew Fund, raising more than $200,000 for ARE scholarships to interns demonstrating leadership in their profession.
- Adoption and endorsement of 2030 Challenge by AIA Board, opening the door to legislative lobbying and greater support of green initiatives by the AIA.

Publications

- “2005 Report on University Research”
- “Emerging Professionals Companion” Steering Committee
- Jason Pettigrew Memorial Scholarship Fund, Endowed ARE program for future leaders

AIA Research Pilot Funding Selections

<table>
<thead>
<tr>
<th>Title</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development and Design Guide for Consumer Day Facilities</td>
<td>Washington State University</td>
</tr>
<tr>
<td>Building and Design Support (BDS)</td>
<td>Carnegie Mellon University</td>
</tr>
<tr>
<td>Mitigating the Effects of Hurricane on Mobile Homes, and Residences,</td>
<td>South Florida International University</td>
</tr>
<tr>
<td>Information Visualization Design</td>
<td>University of South Florida</td>
</tr>
<tr>
<td>A Comprehensive Approach to Teaching Architecture Using Advanced</td>
<td>University of North Carolina</td>
</tr>
<tr>
<td>Analogous Tools for Navigating Delineate Blood Design</td>
<td>Florida State University</td>
</tr>
<tr>
<td>Certain Analyses of Web-based Collaboration Design</td>
<td>Arizona State University</td>
</tr>
<tr>
<td>An Open Building Strategy for Converting Uninhabitable Office Buildings into Housing</td>
<td>Texas A&amp;M University</td>
</tr>
<tr>
<td>The Introduction of Nonlinear Theory into Medicine</td>
<td>University of Texas</td>
</tr>
<tr>
<td>Sharing Land Design Knowledge in A Multidisciplinary Design Environment</td>
<td>University of Texas</td>
</tr>
</tbody>
</table>

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above. That responsibility included:

[Signature]

Douglas L. Steidl, FAIA | AIA President, 2005 and Chair of Executive Committee

Organization of Record: Facility Guidelines Institute, American Institute of Architects
Completion Date: 2007-Present
Role of Nominee: FGI Guidelines For Design and Construction of Health Care Facilities Committee Member (formerly AIA Guidelines), ASHE Educational Programs Faculty Member, Cancer Sub-Group Committee Chair, Research Committee member, Inpatient Work Group member

Synopsis
Infusing his AIA leadership, passion for sharing knowledge and professional healthcare expertise, Shannon has been an active member of the FGI guidelines revision committee, contributing his strategic leadership, healthcare knowledge, and level headed approach to helping the group reach consensus on many challenging issues facing healthcare institutional facility projects today. As one of the youngest members of the committee, he was chosen to represent this multi-disciplinary group of regulators, architects, engineers, clinicians, and administrators to share that knowledge through seminars and workshops on behalf of the American Hospital Association and American Society of Healthcare Engineering.

As contributing author to the FGI 2010 “Guidelines for Design and Construction of Health Care Facilities”, Shannon worked with the multi-disciplinary group to incorporate the latest research and in-the-field expertise to the guidelines. The result is a document that includes new design criteria for patient handling, patient safety, bariatrics, and acoustics. Today the document is the most comprehensive single source for state-of-the-art design guidance for healthcare facilities and has been adopted by over 30 states and jurisdictions. FGI 2010 made drastic strides in creating a document that, to date, is the easiest to navigate and gives guidance on several challenging issues facing us including patient handling, patient safety, and infection control.
Results

• Reviewed over 2,000 proposals in two cycles, organized review sessions external to committee.
• Authored more than a dozen proposals relating to cancer and overall guidelines issues for 2014 edition.
• Presented 2010 guidelines edition at over 30 workshops, seminars, conferences, and lunch and learns with over 2,500 attendees in a two-year period, providing HSW credit to healthcare administrators, architects, consulting engineers, facility managers, project managers, contractors, and other specialty service providers.
• As a part of the 2010 edition, reviewed 1,142 change proposals and 1,688 comments on proposed changes to the 2006 version of the document.
• The Cancer Subgroup authored more than 20 proposals through a multi-disciplinary team consisting of architects, regulators and clinicians.
• Broadened participation for emerging professionals by bringing in 5 other young professionals to participate on various committees and workgroups with the 2014 cycle.

Select Presentations

• “Healthcare Design Innovations In Emergency Departments”, Washington, DC: Presenter of 2010 and 2014 Guidelines
• ASHE Workshop: Presenter in Jacksonville, FL, New York, NY, Phoenix, AZ, Seattle, WA, Boston, MA, and Chicago, IL 2-day workshops
• Guidelines Seminars: Lunch and Learn presenter in Detroirt, MI, Washington, DC, Dallas, TX, and Wilmington, DE
• Virginia Society of Healthcare Engineers Annual Conference, Williamsburg, VA: 2010 Guidelines Presentation

Publications

• “2010 Guidelines: New and Improved” Healthcare Design magazine, Howitz, Featured
• “2010 Guidelines for Design and Construction of Health Care Facilities” revision committee member
• “2014 Guidelines for Design and Construction of Health Care Facilities” revision committee member

“Shannon has been instrumental in forming additions and modifications to the FGI Guidelines for the Design and Construction of Healthcare Facilities. His role as a volunteer on the Health Guidelines Revisions Committee has extended beyond the three-yr cycle of consensus-driven updates, to the dissemination of the changes to the guidelines as Faculty for the FGI Education Session where he shares the knowledge that has been considered during the development and approval of changes. He is able to communicate what can be some dry and dense materials in a fun and informative way, reaching a community of architects, designers, facility owners and administrators, and ensuring the continued development of new information is brought to a larger audience.”

– Ellen Taylor, AIA, MBA, EDAC, Director of Pebble Projects

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above. That responsibility included:

☑ 2010 and 2014 Guidelines Committee Member

Doug Erickson, FASHE | Chair, 2010 and 2014 FGI Guidelines for Design and Construction of Health Care Facilities
6. Integrating Hospitality into Healthcare Design Works to Enhance the Human Experience

Organization of Record: HKS, Inc.
Design Firm: HKS, Inc.
Completion Date: 2010
Role of Nominee: Lead Designer/Healthcare Practice Leader

Synopsis

Shannon’s passion for leveraging knowledge and research, a result of his national AIA leadership, has paralleled his passion for improving the built environment. This extends into his project work where he has become recognized as a national leader in the integration of hospitality with healthcare. Where hospitals historically have been about processing patients, Shannon believes they should be about caring for guests and thus created and even trademarked the concept: “Guest Focused Care.” In order to illustrate this idea in greater detail, Ahuja medical center is featured in this section.

Ahuja Medical Center is a 144-bed Greenfield hospital in Cleveland, OH. From project inception, the ambitious strategy focused on balancing form plus function to create a staff and patient focused care facility that leverages the latest in safety and guest focused care in an environmentally friendly design.

The sweeping entry engages visitors and guests, welcoming them into a sunlit lobby and establishing a connection with nature. Warm materials, extraordinary and inspiring artwork, and access to natural light greet visitors and patients from the moment they walk in, helping to disarm stress and establishing a welcoming feeling that rivals many hospitality environments and continues throughout the facility, fostering a brand authenticity that raises the bar for healthcare environments.

The complete design process was directed through ‘guest focused’ guiding principles - the basis by which future design decisions would be made. Ultimately, these principles served to help shape a building where form and function come together in harmony.

Awards Received
Honorable Mention, Unbuilt, 2008
AIA Modern Healthcare Design Competition
Results

- Ahuja Medical Center: integrating hospitality, art, and green design. Winner of multiple design awards.
- Through sharing knowledge, concepts are informing the industry:
  - Presented this theme at four different healthcare conferences with over 300 attendees.
  - Presenter at World Medical Tourism Conference
  - Presenter at Hospitality Design Conference, where healthcare is rarely a topic.
  - Authored or contributed to 15 articles in multiple national publications
- Two trademarks: “Guest Focused Care” and “Guest Centered Care”
- Juror for Healthcare Interior Design Awards Program

"During the process [of designing Ahuja Medical Center] I was very impressed as I watched Mr. Kraus lead the team that began designing the project. What impressed me most was the ability to come up with a truly innovative and exciting design that was aesthetically pleasing and truly functional…"

– Achilles A. Demetriou, M.D., Ph.D., FACS, President
University Hospitals and Vice Dean for Clinical Affairs
School of Medicine Case Western Reserve University

Publications

- Offered a contract with Wiley Books to author a hospitality/healthcare book
- “University Hospitals Ahuja Medical Center in Beachwood, Ohio”, Metal Architecture 08/2012
- “Putting the ‘Hospital’ in ‘Hospitality’”
  World Architecture News 04/2012
- “Project Focus - Healthcare - University Hospitals Ahuja Medical Center” Metal Construction News 2/2012
- “University Hospitals Ahuja Medical Center Awarded LEED Silver” Green Reporter 01/2012
- “Architectural Showcase - Ahuja Medical Center”
  Healthcare Design 09/2011
- “Drawing on a Vision” Healthcare Design 09/2011
- “University Hospitals Ahuja Medical Center Awarded LEED Silver” Medical Construction & Design 08/2011
- “Realising a Vision of Guest-Focused Care”
  World Architecture News 04/2011
- “A Vision of Community Springs to Life”
  Healthcare Building Ideas 03/2011
- “University Hospitals Ahuja Medical Center in Beachwood Balancing Evidence-Based Design with Sprawl”
  Cleveland.com 02/2011
- “Pinnacle of Patient Care” Properties Magazine 01/2011
- “Architectural Showcase” Healthcare Design 10/2010
- “By Design an Integrated Approach to Value Engineering”
  Healthcare Design 10/2009
- “Ahuja Medical Center Receives Honorable Mention”
  Modern Healthcare 09/2008
- “Ahuja Medical Center in Beachwood, Ohio”
  Columns 01/2008
- “HKS, Array named Designers for Ahuja”
  Medical Construction & Design 12/2007

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above. That responsibility included:

- Serving as Lead Designer / Healthcare Practice Leader

Dan Noble, FAIA | HKS Director of Design and Executive Committee
7. International Leadership in Healthcare Design

Organization of Record: HKS, Inc.
Design Firm: HKS, Inc.
Completion Date: 2012
Role of Nominee: Lead Designer/Healthcare Practice Leader

Synopsis
Shannon has worked and led several international projects that have helped to transform the human experience and quality of medical care for thousands of people in Europe, Asia, and the Americas. In each case, Shannon led a team of design professionals that partner with local firms to not only help deliver state-of-the-art medical facilities, but also to help share knowledge of US standards in healthcare design. The project that may best showcase this is Hadassah Medical Center where he helped develop the project concept, led user meetings, organized design sessions, and coordinated project revisions over a two year period. The project was completed in 2012.

Shaped around the client’s needs, the 700,000-square-foot inpatient tower is a modern medical facility that strongly connects to the context of the ancient city it serves. The location for the project is a tightly constrained, significantly sloped, 1.34 acre triangular site located on the northwest corner of the campus. The site is bounded by the historic Chagall synagogue and mother and child pavilion to the south, the emergency and imaging facilities to the east, and a new hotel and retail building to the north.

The overarching design premise is to shape a forward-thinking, progressive inpatient facility that responds to the context of an ancient city. From this, the tower concept is organized around four main principles: Healing Environment, Connectivity, Emergency Medical Response, and Sustainability. Functionally sound, adaptable, and responsive to patient and family needs, the result is a design that consolidates all inpatient functions into one seamless and deceptively simple building, while also establishing a new identity and main entrance to the campus.

Features include healing gardens and day rooms on the floors, a new consolidated entrance atrium, and a central vertical circulation spine that strategically separates the flow of materials, patients, visitors, and staff between the units. The tower hosts a full service inpatient operating theatre and integrated sheltered facilities for emergency response situations. Patient-sensitive and environmentally responsible, the 450-bed tower is an innovative solution, derived from a true collaboration between the client, the consultants, and the architecture planning teams, that provides a vital link between the past and future of the Hadassah Medical Center in Jerusalem.
Results

- Shannon has led the planning for over 2 million square feet of international healthcare work.
- His innovation in planning and design has helped thousands of patients in multiple countries.
- Partnerships with local firms have helped grow their knowledge of US healthcare design and planning.
- Design awards recognizing innovation in design, including threat mitigation in a welcoming environment.

Awards Received

Citation, 2006
AIA Modern Healthcare Design Competition

As a Client, I have worked with Shannon over the past 3 years on a new 210 million, 960,000 SF inpatient tower for Hadassah hospital, located just outside the historic city of Jerusalem. What separates him the most is his selfless leadership style that encourages participation from all involved and where all view points are considered while always building towards the common vision.

– Dr. Arik Tzukert, FACS, Director, Division of Research & Development, Hadassah Medical Organization

Publications

- “HKS Designed Tower Opens in Jerusalem” Healthcare Design 04/2012
- “The Healing Hadassah Center in Israel” Medical Construction & Design 02/2007
- “Hadassah Receives a Modern Healthcare Citation” Modern Healthcare 09/2006
- “Israel Welcomes Healing Center” Building Design & Construction 09/2006

http://www.hadassah.org/site/c.keJNIWOvElH/b.5703269/k.8A87/Health__Medicine.htm

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above. That responsibility included:

☐ Lead Designer / Healthcare Practice Leader

Dan Noble, FAIA | HKS Director of Design and Executive Committee
8. Leadership in the Community, Developing Interns and Promoting Design

Organization of Record: HKS, Inc.
Completion Date: 2006–present
Role of Nominee: Design Fellowship Founder, Organizer

Synopsis
Continuing his leadership with developing and mentoring interns and students, and combining this with a passion to give back to the community, Shannon believes that leadership within the Institute must begin with leadership in his community and leadership in his firm on priority issues with the AIA. To this end, Shannon created the annual HKS Design Fellowship in 2006, led and run by emerging professionals with the goal of bringing together young designers from across the country to a central location where they can team together to solve or take on a community-based problem in a 3-day charrette. The results of the charrette are then presented back to the community and given to them to help move forward, debate, highlight a need, or help a cause.

Although Shannon is no longer chairing the event, the framework for the event naturally grooms the next generation of leaders as past fellows are invited to chair and lead subsequent events in various cities. To date the program has been led by over two dozen young professionals in four different cities.
Results

- The first program brought together 30 young professionals to tackle an urban design problem in Dallas, Texas.
- Since 2006 the program has expanded to be held in four cities, tackling over 12 community-based problems, while bringing together over 200 interns and students from more than 30 schools of architecture.
- Juries have included local and national media such as NPR and AIArchitect, local mayors and city council members, as well as public stakeholders and non-profit organizations.
- Some of the community problems have included urban planning interventions, prototype housing for Habitat for Humanity, a Kid Rock Music Center/Museum for the U-Line arena in DC and a Women's Museum in an adaptive re-use of Fair Park in Dallas, Texas.
- Through the fellowship, HKS has found a way to give back to the community while investing in the development of its own young interns and students at schools across the country. HKS doesn’t collect fees and all time and resources are donated to benefit the local community as a part of its 1% solution.
- Design problems are organized and led by interns. Instead of waiting to be invited to the table; this allows interns to show leadership by organizing the program. The program also positions the architects within the community as problem-solvers and resources for the community. The design fellowship also helps the designers build relationships with people with whom we might otherwise not have had access.
- The program has grown to include students from area schools of architecture. The students partner with interns to work on a community-based problem where they can mentor each other in a professional setting with a real problem and client.
- Each program concludes with a documented report that is shared with civic leaders and key stakeholders, helping to bring value to community issues and design problems that might otherwise go unaddressed.

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above. That responsibility included:

☐ Serving as Founder and Leader of the HKS Design Fellowship

Dan Noble, FAIA | HKS Design Director and Executive Committee
9. Leadership in Architectural Education and Accreditation

Organization of Record: NAAB + AIA + Various Schools
Completion Date: 1996–2012
Role of Nominee: NAAB Board, Visiting Team Chair and School Critic and Advisor

Shaping Internship and Licensure

Synopsis
While concurrently serving in various AIA leadership positions, Shannon has also maintained a constant presence with academia, working to leverage his passion for nurturing the next generation of architects and leaders. He has worked both officially on behalf of the AIA with NAAB, as well as individually with over 13 schools in roles ranging from NAAB teams, to guest critics, to Dean’s advisory committees.

Publications
- “2014 Conditions for Accreditation” (upcoming)
- “2002 Internship and Career Survey”
- “Trends in the Profession” white paper, 2008
- “Texas A&M Architecture Students Design Sustainable Medical Center for Texas Health Resources”, *Healthcare Design* 04/2006

“Shannon Kraus has been of enormous assistance to mentoring and individually critiquing our Texas A&M University College of Architecture students on their design concepts on numerous projects undertaken in collaboration with our advisory teaching firm, - HKS.

By making these actual projects available to students and faculty at Texas A&M University as learning vehicles, and by closely working with the students, Shannon Kraus and his colleagues at HKS, have pioneered a new and unique collaborative method of teaching architecture in a realistic “hands on” setting. Students have been exposed to practical knowledge in designing buildings they never would have been exposed to in traditional academic studio settings. Shannon and his colleagues have never received financial compensation for this, they have simply volunteered their time and expertise”.

– George J.Mann, AIA, College of Architecture, Texas A&M University
Results

• Worked with 9 schools through NAAB team work, including 2 as focused evaluation team members, 1 as hearing team member, 1 as school observer, and 2 as team chair.
• Helped develop the “trends in the profession” white paper for the 2008 accreditation review conference, to help inform the 2010 Conditions for Accreditation.
• Twice worked with Texas A&M using a current active HKS project as a parallel studio project, working with and mentoring students as they developed their designs concurrent with HKS’s real-life project.
• Worked with Clemson’s Healthcare Program, in partnership with our Spartanburg Regional Medical Center client, to develop the initial patient room of the future concept and mock-up.
• Worked with University of Texas at Arlington and three other firms to develop a 4-credit hour evening healthcare studio taught within the firms.
• Presently working with Kent State to evaluate adding a healthcare track program for their school of architecture.
• Presently serving as Assessment and Evaluation Committee member for NAAB board of directors and charged with co-writing 2014 Conditions for Accreditation.

School Participation

• National Architectural Accreditation Board of Directors, 2012-2015
• Accreditation Team Chair, University of New Mexico, 2011
• Accreditation Team Chair, Kansas State University, 2011
• Accreditation Team Member, UMass, Amherst, MA, 2010
• Accreditation Team Observer, SIUC, Carbondale, IL 2010
• Accreditation Appeals Panel, AAU Hearing, 2010
• Focused Evaluation Team, Iowa State, 2009
• Accreditation Team Member, NJIT, Newark, NJ, 2008
• Accreditation Team Member, New School of Architecture, San Diego, CA, 1998
• Accreditation Team Member, University of Detroit-Mercy, Detroit, MI, 1997

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above. That responsibility included:

✓ AIA NAAB Board, Team Member and Team Chair
10. Leadership in Evolving Internship and Practice for Emerging Professionals

Organization of Record: AIA, National Associates Committee, Texas Society of Architects
Completion Date: 1999-2005
Role of Nominee: Strategic Planning Chair, 2003 Survey Co-Author, Associate Rep to AIA Board, TSA Regional Director

Shaping Internship and Licensure

Synopsis
Shannon has made many lasting contributions with regards to shaping internship and practice. From as recently as this year with his authorship of the “Getting Involved in Professional Organizations” Chapter of the AIA Handbook for Professional Practice, to his work as a contributor to two book publications on internship and architectural careers, he has had an extremely large impact.

His efforts began when he was chosen by the Texas Society of Architects in 1999 to be their representative to the inaugural National Associates Committee for his strategic vision. He was charged to help formalize and establish bylaws, rules, and organizational structure that have now existed for over 10 years. Most significantly, he co-authored the first ever comprehensive survey of internship and licensure with AIA and ArchVoices. Although Shannon earned his license while serving as Chair of the National Associates Committee in 2002, he was able to make many meaningful contributions to the NAC as a newly minted licensed professional, and if anything, was able to speak with more authority on issues relating to internship and practice. As a Regional Associate Director of the AIA, Shannon advocated for an associate position to be added to the AIA National Executive Committee on the convention floor, organized convention programming for Associates, and helped advocate for the implementation of an intern scholarship program through the creation of the Jason Pettigrew Scholarship Fund.

Awards Received
• Dallas AIA Young Architect of the Year, 2008
• National AIA Young Architect Award Recipient, 2006
• TSA William Caudill Young Architect Award Recipient, 2005
• Presenter AIA National Convention, 2002, 2003

“Shannon’s leadership on the inaugural National Associates Committee laid the groundwork for a renewed commitment to emerging professionals. He championed the first Internship & Career Survey which established a baseline for understanding trends in education internship and licensure in the 21st century.”

– Suzanna Wight Kelley, Former Emerging Professionals Director and NAC Chair
Results

- Shannon led the Associate efforts in adding an Associate to the AIA Executive Committee in 2004, which has since had eight associates working with the AIA excom to expand the opportunities for associate and emerging professionals, while adding a much needed voice and perspective to the Executive Committee and AIA Board.

- Led the establishment of the governance structure and co-authored the rules of the committee that were adopted by the NAC and AIA board for the National Associates Committee to operate under.

- Co-authored the NAC Strategic Plan in 2003 that has served as the framework for programs and activities ever since. This plan organized NAC initiatives by the cannons of Knowledge, Community, and Relationships; identifying over 30 programs and activities for the NAC to develop. One of the results was a series of NAC led convention programs beginning in 2004, featuring speakers like Bob Ivy and Tom Fisher.

- It could seem like an exaggeration to suggest that Shannon could impact internship and licensure. However that is very much the case. Prior to 2003 there had never been a comprehensive and scientific analysis of internship and licensure. Shannon represented AIA and teamed with ArchVoices to co-author the Internship and Career Survey. The survey, going out to 20,000 interns and students, provided real data on issues relating to community, diversity and gender issues, and emerging professionals, leading to several significant findings that eventually altered the way we mentor the profession and the rules for licensure. Most notably, was proving that education, internship, and licensure was taking too long while required to be done linearly, causing a decline in registration as life and responsibilities derailed emerging professionals.

- Using survey research, the AIA was able to adopt a policy in 2003 to support taking the ARE concurrent with IDP. Some states followed in 2004, and then NCARB eventually followed suit around 2007. Today, taking the ARE concurrent with IDP is the top path to licensure, capturing emerging professionals before work/life responsibilities increase and can derail their goals.

- The initial 2003 survey led to a formalized process by the collaterals working together, beginning with the 2005 survey and now happens on a three-year cycle.

- Worked with Texas Board of Examiners in allowing ARE concurrent with internship.

Publications

- Author “2003 Internship and Career Survey”, co-Author
- “Becoming an Architect”, 2006 and 2010, contributor
- “Emerging Professionals Companion”, AIA, 2006, contributor
- Building Design and Construction, “40 under 40”, 2008

Declaration of Responsibility

I have personal knowledge of the nominee’s responsibility for the project listed above. That responsibility included:

Suzanna Kelley, AIA | Former Emerging Professionals Director and NAC Chair
References

1. Dan Noble, FAIA
dnoble@hksinc.com
Executive Vice President

Relationship: Director of Design for HKS, Partner at HKS,
Mentor of HKS design Fellowship program that Shannon created

2. J. Craig Beale, FAIA, FACHA, FACHE, LEED AP
cbeale@hksinc.com
Executive Vice President

Relationship: Director of the HKS Healthcare Group, Partner at HKS

3. Francis Murock Pitts FAIA, FACHA, OAA
pittsf@aplususa.com
Founding Parter and President, architecture+

Relationship: Work together on FGI Guidelines, AAH, ACHA

4. Ronald L. Skaggs, FAIA, FACHA, FHFI, LEED AP
rskaggs@hksinc.com
Chairman Emeritus

Relationship: Principal in Charge of several of Shannon’s projects,
Former Healthcare Director at HKS

5. Ken Ross, FAIA, FACHA, FHFI, LEED AP
kenross@ai.org
Vice President, Design & Practice at American Institute of Architects

Relationship: Worked together on AIA Board Knowledge Committee,
Texas Society of Architects Board of Directors and Various other AIA initiatives
June 25, 2013

American College of Healthcare Architects
18000 W. 105th Street
Olathe, KS  66061

Re:   Reference Letter for Shannon Kraus, FAIA, ACHA, MBA, NCARB

To Whom It May Concern:

It is with great pleasure that I recommend to you that Shannon Kraus be elevated to the status of Fellow within The American College of Healthcare Architects. Shannon has contributed to the mission of Healthcare Design on so many levels and his influence can be felt throughout the profession on the national, regional and local level; not to mention the profound influence he has had in helping to shape and transform our firm.

He has served on the National AIA Executive Committee as the National Vice President, as well as the committees for the National AIA Healthcare Design Awards, Texas Society of Architects and Dallas AIA. He was the Chair of the National Convention in Miami 2010. He is a nationally known figure and a sought after speaker, educator, jury member, committee chair and author. His accomplishments are listed within his submission but really, he is one of the most well-rounded and involved architects I have ever had the pleasure of working with; and I am not alone in this assessment.

Shannon has been honored with virtually every recognition he has been eligible for, including the Dallas AIA Young Architect of the year, 40 under 40 from Building Design and Construction and The Dallas Business Journal, Young Architects in Texas and the National AIA Young Architect of the year. He is a member of the College of Fellows within the AIA.

He has been our strongest young voice within the firm initiating our HKS Design Fellowship which is now in its 8th year and setting up the criteria by which our designs are evaluated to meet a higher standard. He directs our Washington DC office which is among our fastest growing and most influential offices. He has been a Healthcare Practice Leader and Design Director on numerous award winning healthcare projects on the national and international scene while mentoring a generation of younger healthcare architects through quality work and stellar leadership. He has helped to raise the bar nationally on what is considered great design on the healthcare front, bringing a more soulful personal environment into the healthcare setting and elevating the practice of medicine through his evidence informed design solutions. Shannon has spent his entire career contributing to the advancement of Healthcare Design and the environments we create within this profession.

It is with utmost pleasure and enthusiasm that I endorse Shannon’s elevation to Fellow within The American College of Healthcare Architects.

Sincerely,

Dan Noble, FAIA, FACHA, LEED AP
Principal-Executive Vice President
Director of Design
June 17, 2013

ACHA Jury of Fellows  
American College of Healthcare Architects  
18000 W. 105th Street  
Olathe, KS  66061

Re: Shannon Kraus, FAIA, ACHA, MBA, LEED AP

Dear Jury of Fellows,

It is with great pleasure that I write in support of Shannon Kraus, FAIA, ACHA, MBA, LEED AP toward advancement to Fellow in the American College of Healthcare Architects (ACHA). As Director of the Healthcare Group at HKS, I have observed Shannon’s leadership in architecture, passion for patient-focused design, and talent for exciting healthcare facility design.

In 2002, Shannon became a Lead Designer at HKS and began emphasizing the importance of hospitality in healthcare, namely “guest focused care,” which marries design for comfort with the design of necessity and enriches the patient experience. Flower Mound Hospital, Flower Mound, Texas and Ahuja Medical Center, Beachwood, Ohio both exemplify Shannon’s design philosophy and have won multiple design awards.

Shannon works with several universities to reach the emerging architects with trends in the profession and incorporate healthcare architecture in their curriculum. He further enriches architectural academia through his organization of the HKS design fellowship program. This 3-day charrette presents young designers with a real life community design problem. Since its inception in 2006, the program has solved more than a dozen community-based issues and continues to expand to incorporate students from over 30 schools of architecture across the county.

For the past five years, Shannon has served as our Healthcare Practice Leader for the Mid-Atlantic region. More recently he also assumed directorship of our Washington, D.C. office. Prior to relocating to D. C. he was co-director of a large healthcare design team in Dallas. In these roles, he has demonstrated a compelling passion for excellence in health facility planning and design, as well as extraordinary leadership abilities. Without question, he is completely committed to the advancement of health facility development, within both the profession and our firm. For these reasons, I strongly encourage his advancement to Fellow of ACHA.

Best Regards,

Craig Beale  
Principal in Charge
June 21, 2013

ACHA Jury of Fellows
American College of Healthcare Architects
18000 W. 105th Street
Overland Park, KS 66211

Subject: Recommendation for Fellowship: Shannon Kraus, FAIA

Dear Members of the Jury:

In a lifetime of working with some pretty extraordinary people, Shannon Kraus is in a class by himself.

I met Shannon over ten years ago, first as a volunteer working for the Academy of Architecture for Health during a period of time when I was that organization’s leader, and shortly thereafter, while serving on the Professional Interest Area Executive Committee, where Shannon, by dint of his own service as a Vice President of the Institute was my leader. I was immediately struck by his unique maturity and his effective impactfulness. This impression has been continuously borne out during joint service with Shannon in the years that followed.

Shannon personifies someone who should be awarded fellowship in the service to profession category as one who has "actively, efficiently, and cooperatively led the ACHA or a related professional organization over a sustained period of time and has gained recognition for the results of their work”. I have worked with Shannon as a leader/worker in the development of the 2010 and 2014 editions of the AIA/FCGI Guidelines, have watched all of us benefit from his volunteer service and leadership in The Academy and the College, and most singularly, have appreciated the role that he took in transforming the Institute’s appreciation and support of the Knowledge Communities while he served as a Board Member and Vice President of the Institute.

Shannon’s resume speaks clearly and at length of his many acts of service to the profession, to the Academy, and to the College. I can do nothing of greater value than to testify to the accuracy of the statements made in his application and express my absolute admiration and appreciation of his contributions and accomplishments on our behalf. He will dignify us if elevated to Fellowship.

Very truly yours,

Francis Murdoch Pitts FAIA, FACHA, OAA

architecture

Lamontoni & Pitts, Architects P.C.
207 River Street
Troy, NY 12180
518.382.4461 • Fax 518.382.4855
www.amplus.com

Petrarca
Francis Murdoch Pitts FAIA FACHA OAA
Joseph J. Lamonaco AIA LEED AP
J. Michael Baranov AIA OAA
Elaine J. Diener AIA LEED AP R+D
Michael J. Lamont AIA LEED AP

Acousticians
Anthony M. Quinn AIA
Valerie J. Brode AIA LEED AP B+D
Serri K. Wargert AIA
Mary Kate Young AIA

Adler & Partners Ltd.
June 11, 2013

ACHA Jury of Fellows
American College of Healthcare Architects
18000 W. 105th Street
Olathe, KS 66061

Re: Shannon B. Kraus, FAIA, ACHA

Dear Distinguished Colleagues,

It is with great pleasure that I write in support of Shannon Kraus’ nomination for Fellow in the American College of Healthcare Architects. Having received his Fellow for his outstanding leadership in the profession, Shannon has similarly demonstrated leadership in the design of healthcare facilities both nationally and internationally.

Shannon has served as a Healthcare Practice Leader and Lead Designer on numerous healthcare projects at HKS. Notable examples include the award winning University Hospitals Ahuja Medical Center in Beachwood, Ohio, the University of Connecticut Health Center Dempsey Tower in Farmington, Connecticut designed to serve as a link between research and patient functions and most recently the Shore Health System Replacement Hospital in Easton, Maryland. He has also led design activities on significant international health facilities including the 14-story Sarah Wetsman Davidson Hospital Tower for Hadassah Medical Center in Jerusalem, Israel, National Taiwan University Cancer Center, Taipei, Taiwan, which was awarded as a result of a design competition, and the University Hospital of North Staffordshire/City General Hospital Complex in Stoke, England, the result of a major PFI competition.

Shannon is very active as a member of the FGI Guidelines for Design and Construction of Health Care Facilities Revision Committee. As a result of his specialized input in this multidisciplinary committee he was asked to participate as a faculty member and presenter at numerous Facility Guideline educational programs for ASHE.

His passion for educating and encouraging emerging professionals has resulted in Shannon participating as lecturer, class instructor and studio critic with a number of architecture for health academic programs. Examples include Texas A&M University, Clemson University, the University of Texas at Arlington and the emerging Kent State program.

Shannon Kraus has been a significant contributor to the design of health care environments that focus on patients as guests resulting in facilities that integrate hospitality combined with specialized treatment modalities. I strongly encourage his elevation to Fellow in the American College of Healthcare Architects.

Sincerely,

Ronald L. Skaggs, FAIA, FACHA, FHFI, LEED AP
June 24, 2013

ACHA Jury of Fellows
American College of Healthcare Architects
18000 W. 105th Street
Olathe, KS  66061

Dear Jurors:

It is my honor to offer this letter of recommendation for the nomination of Shannon B. Kraus, FAIA for your consideration as Fellow in the American College of Healthcare Architects. I have known Shannon for many years dating back to his active involvement as a Regional Associate Director on the Texas Society of Architects Board of Directors; follow by his term as Associate Director on the AIA National Board. While others may have rested on their laurels, Shannon successfully mounted an election for national office, AIA Vice President, continuing his service on the AIA Executive Committee with an appointment as Chairperson of the AIA Board Knowledge Committee. Through these years he was recognized by all, who were fortunate to know and work with him, as an up and coming star in our professional society and our profession. His early career advocacy and contributions to the organizations and resources serving emerging professionals are numerous. In the interest of brevity these are clearly reflected in his submission and need not be repeated here. Leave it to say that before licensure Shannon accomplished more in service to our profession than the vast majority of architects dream of accomplishing in an entire career.

Concurrent with these many accomplishments, Shannon also nurtured and developed a distinguished career as a health care architect. As both an emerging and now seasoned professional, Shannon has maintained a commitment to continuous learning and professional growth that is only matched by his commitment to knowledge sharing with his peers and the mentorship of our next generation of professionals. Since Shannon’s tenure as a volunteer leader at both state and national levels of AIA, his volunteer service continued on the Board of Directors of the National Architectural Accreditation Board and a number of committees supporting the Facilities Guidelines Institute, including the 2010 and 2014 Guidelines Revision Committees.

As a Senior Principal of competitor, WHR Architects, I witnessed his professional growth with a recipe including a large dose of admiration and more than a little envy for his supportive and distinguished employer, HKS. It is with the highest regard for both
that I strongly support Shannon Kraus, FAIA for the honor of Fellowship in the American College of Healthcare Architects, for his many accomplishments. I do this with confidence in the quality and quantity of future contributions he will make to our profession as a healthcare architect. If history is indeed a predictor of the future, Shannon’s Fellowship will offer the ACHA, the Fellows and the College’s certificate holders an even greater opportunity to enjoy the halo effect of the many professional accomplishments Shannon is sure to achieve and the future contributions he is sure to share.

Sincerely,

Ken L. Ross, Jr., FAIA, FACHA
Vice President, Design and Practice
American Institute of Architects