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June 1960

Journal

OF THE AMERICAN INSTITUTE OF ARCHITECTS



1960 Convention: Dr. Wendell Bell • Dr. J. Robert Oppenheimer • Dr. C. N. Parkinson
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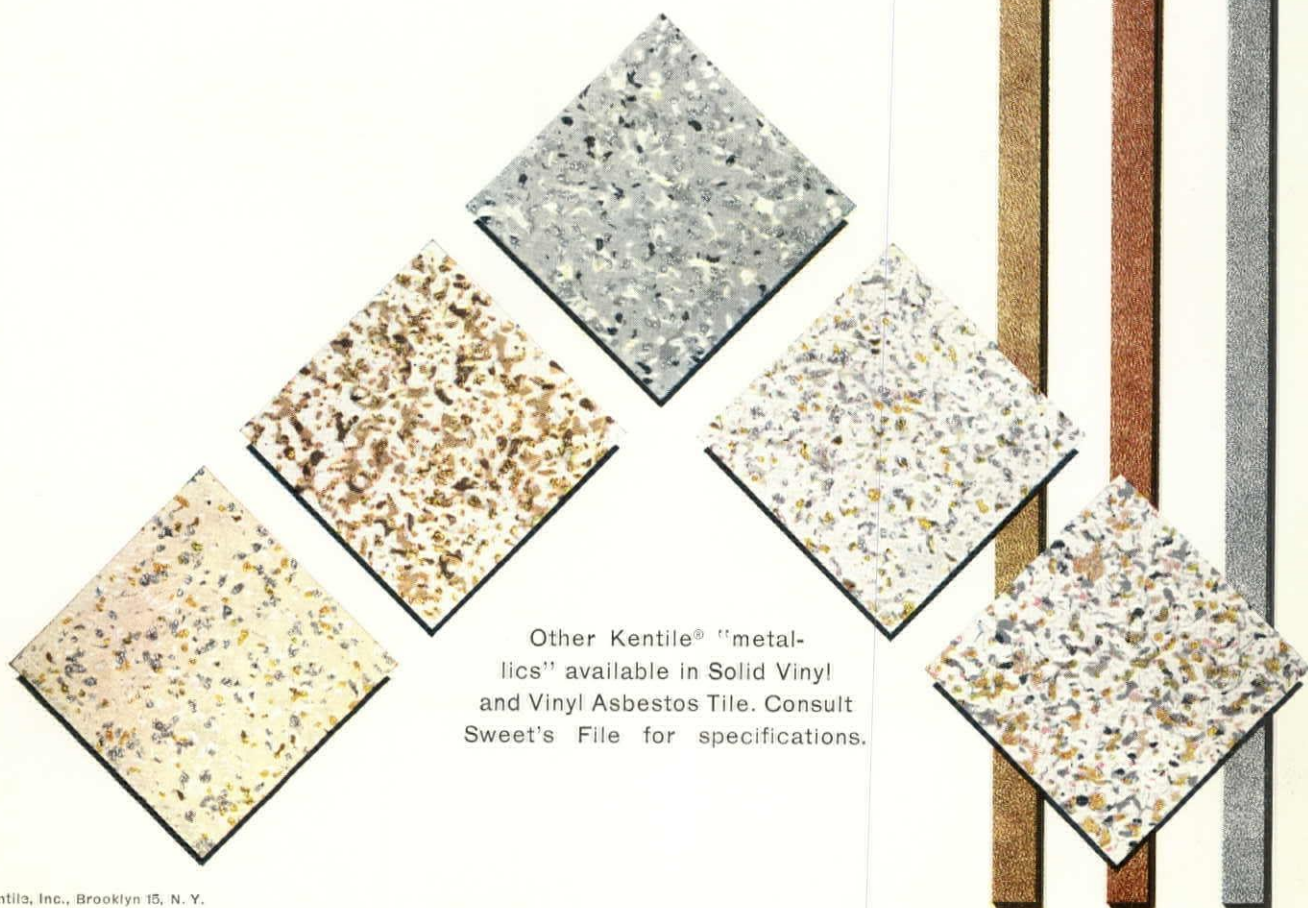
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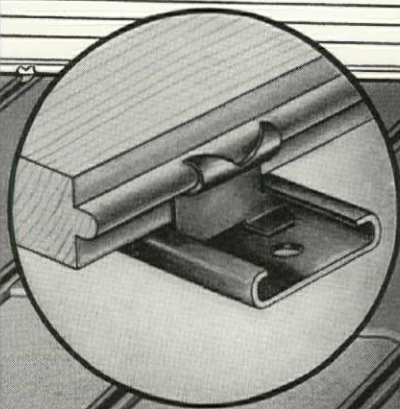
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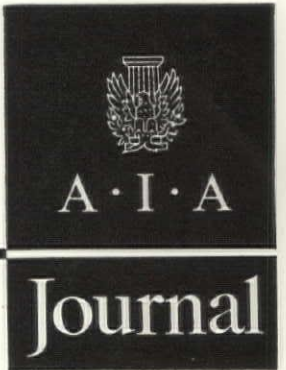
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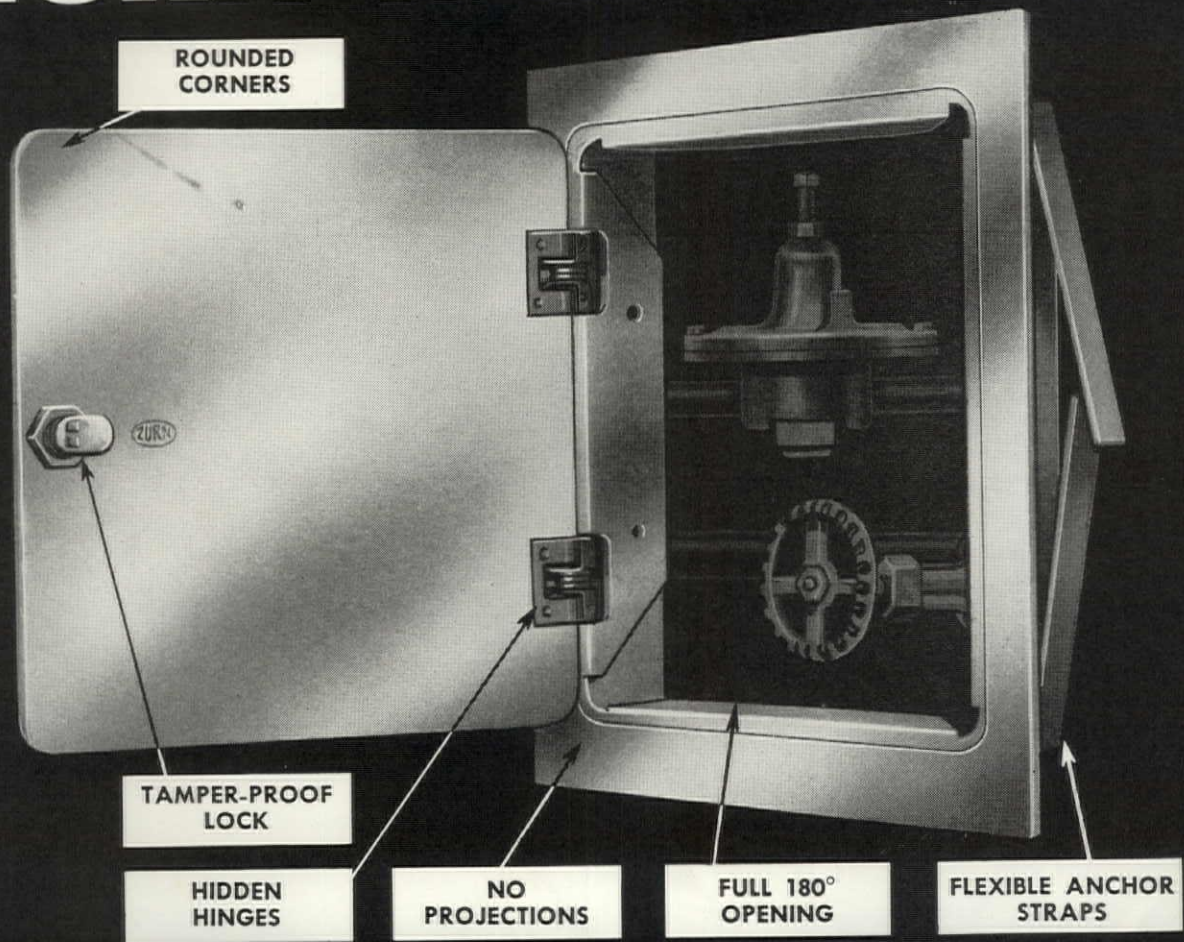
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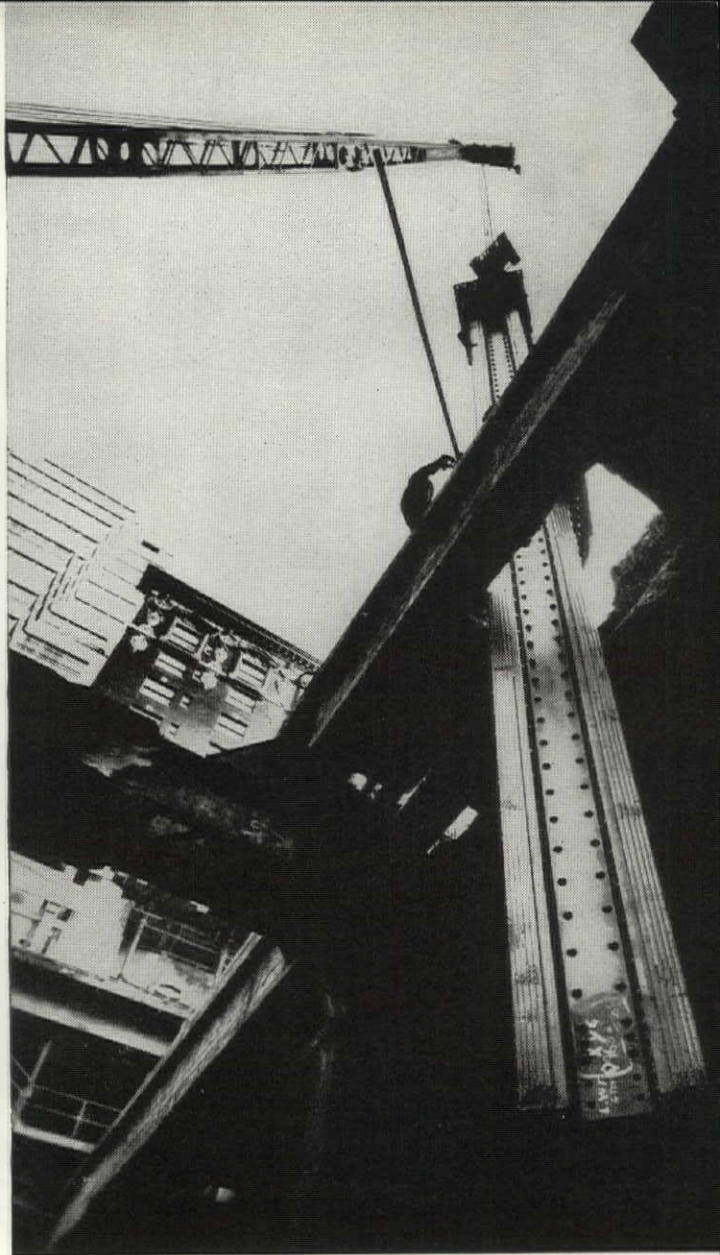
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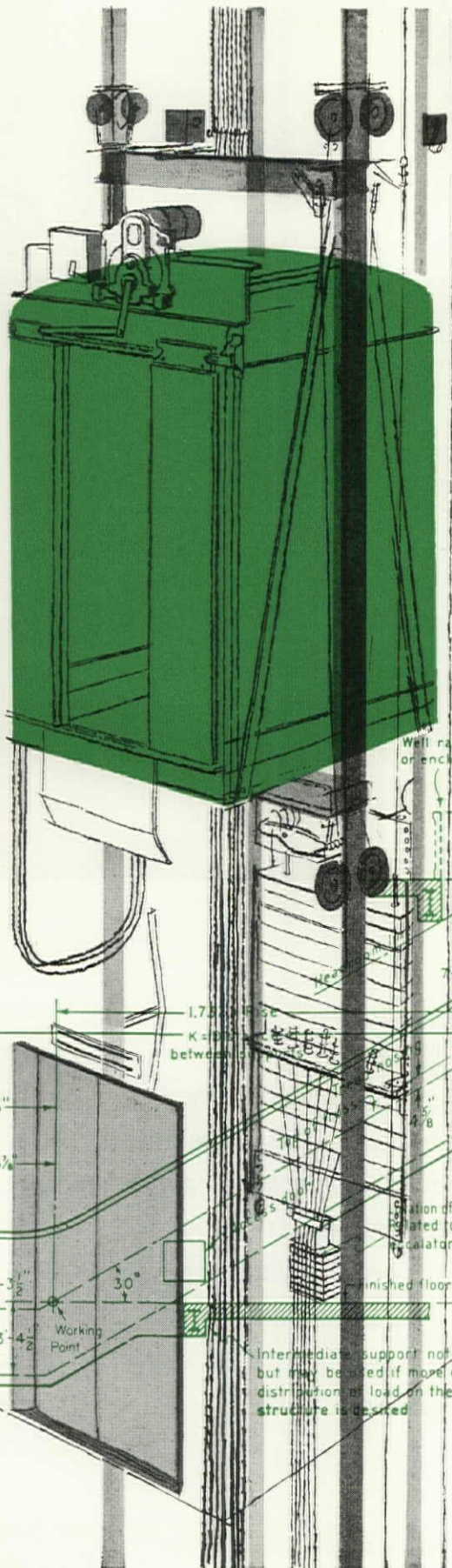
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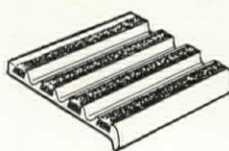


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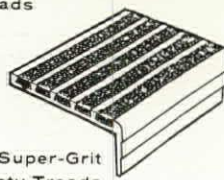
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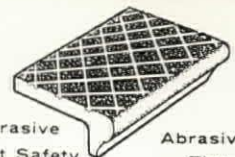
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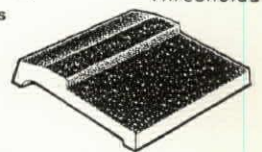
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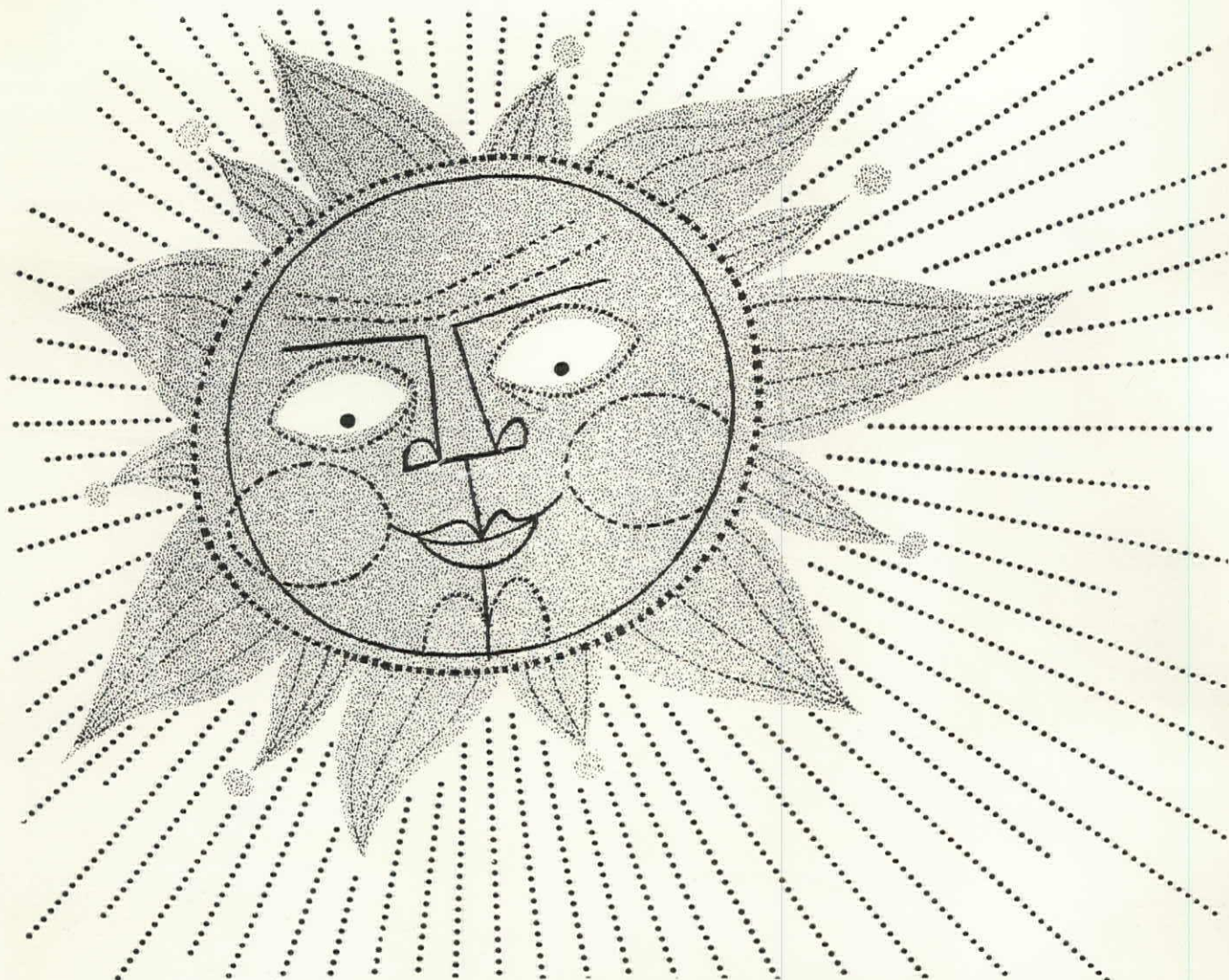
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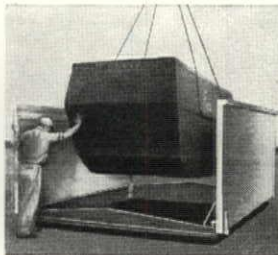
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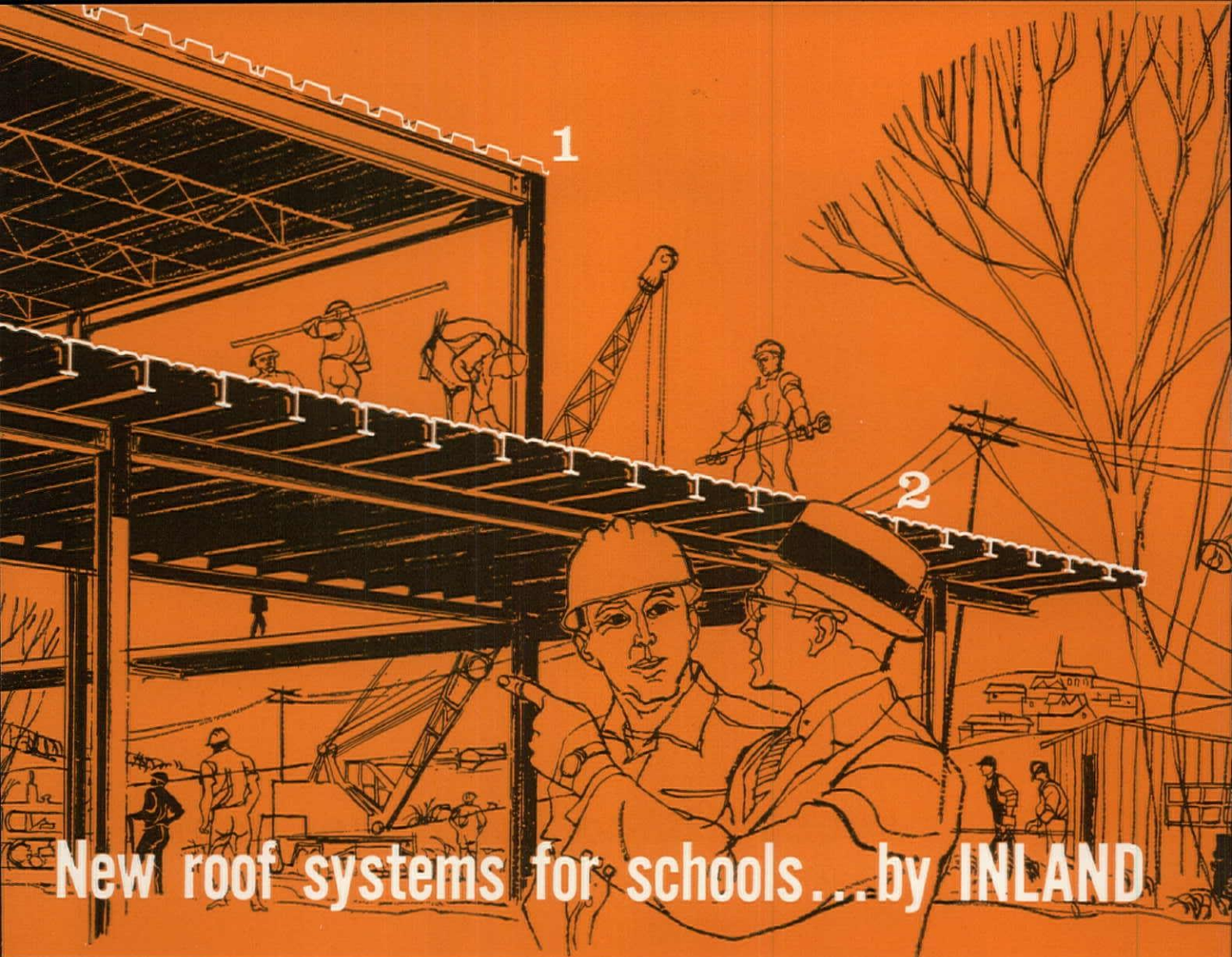
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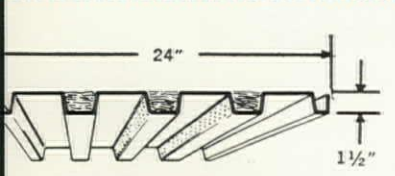
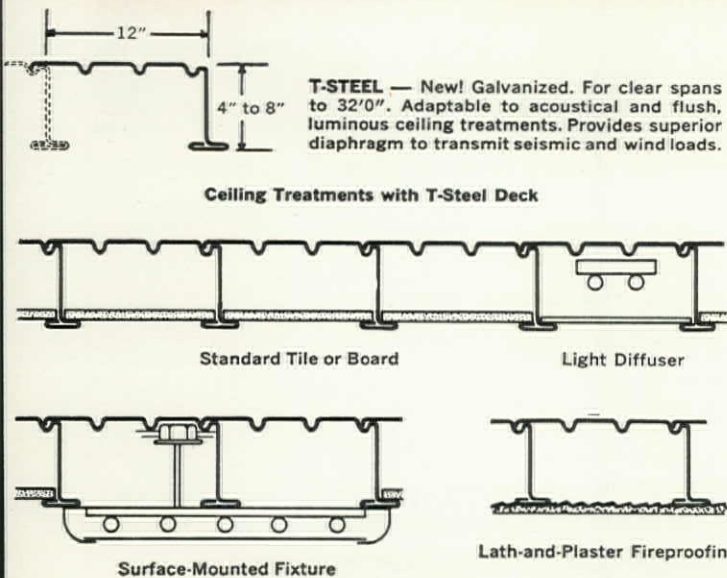
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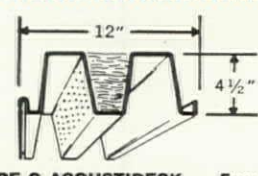
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L E T T E R S

A Letter From The Editor

READERS, *Journal of the AIA*:

May the Editor write a letter to his readers?

The Editor wants to express his deepest gratitude to the countless members, big and little, well-known and unknown, recent and old-time FAIAs, who came up to him and to the Assistant Editor during the San Francisco convention, to speak of how much they enjoyed the *AIA Journal*, how much it has improved and how faithfully they read it. For this architect-editor, plugging away in his little office in the Octagon, these were the high moments of the convention. Thank you, gentlemen, thank you all very, very much.

JOSEPH WATTERSON, AIA
Editor

An Engineer Speaks

EDITOR, *Journal of the AIA*:

Recently I read in the December issue of *Architectural & Engineering News* the reprinted article of Messrs Cowgill and Green on "Architect Engineer Relations" which first appeared in your *Journal*. In the light of the current discussions regarding the roles of architects and engineers, I thought this article made a contribution towards the net thoughtful discussion, although on many points I could not find myself in agreement, such as the oversimplification of stating, "Architecture is concerned with people, and engineering is concerned with 'engines' or 'machines.'" I believe this definition could be classified as almost prehistoric, particularly as concerns the engineering related to human needs and human comfort.

However, it is not my point to discuss the article in toto, but I am specifically concerned with the statement which says "Currently the term 'Architectural Engineering' is disapproved by the AIA and substitution of the term 'Building Engineer' is recommended." While I can readily appreciate your purpose and thinking in wishing to eliminate the term "Architectural Engineer," I hardly think it contributes to better understanding between the professions to recommend a substitute that is almost derogatory in its connotation. "Building Engineer" in the minds of the public, and, I am sure, in the minds of some of your own colleagues, is the fellow who comes up to fix the leak in the radiator or to disentangle the plugged up plumbing. It is incongruous to attempt to do a service to your own profession, at least as you see it, and in doing so to do a disservice to another. Frankly, we engineers have troubles enough in trying to delineate between a professionally educated engineer as opposed to the many mechanics and other

skilled and semi-skilled persons who utilize the name. Your (AIA) contribution to this confusion certainly cannot be appreciated.

I have given brief thought to another possible name and have been unable to arrive at a positive suggestion, but I am reasonably sure that some collective thinking would provide a more agreeable and equally descriptive term.

One other thing. Some place in the article, the authors make the point that the number of professional engineers is roughly equal to the number of architects. This is a significant error. The number of practicing Consulting Engineers is roughly equal to the number of architects, but the number of registered professional engineers is many times the number of registered architects. I would not like to hazard a guess at the total number because my breadth of experience is too little, but I am certain that it is somewhere between four and ten times the number of registered architects.

H. J. CAMPBELL, JR, PE
Mineola, New York

The Power of the Press

EDITOR, *Journal of the AIA*:

After reading your editorial, "The Image of a Profession" in the October issue of the *AIA Journal*, I have decided that I would like to become a member of the AIA. I am one of those "little fellows with their offices on their sun porches." I am registered in the states of Vermont and New Hampshire.

Would you please inform me of the steps necessary to become a member?

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Weston, Vermont

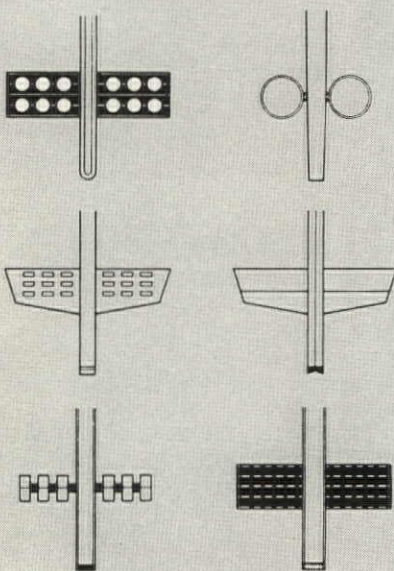
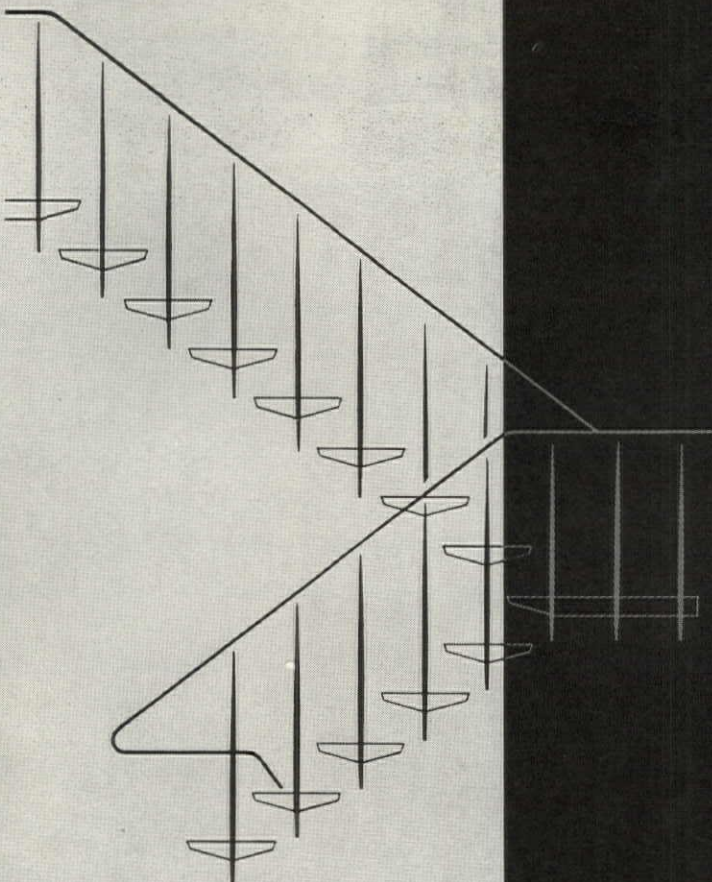
Convention Compliments

EDITOR, *Journal of the AIA*:

After attending what I consider the best National American Institute of Architects Convention in San Francisco last week, I feel there are two compliments due for an outstanding job in regard to the program.

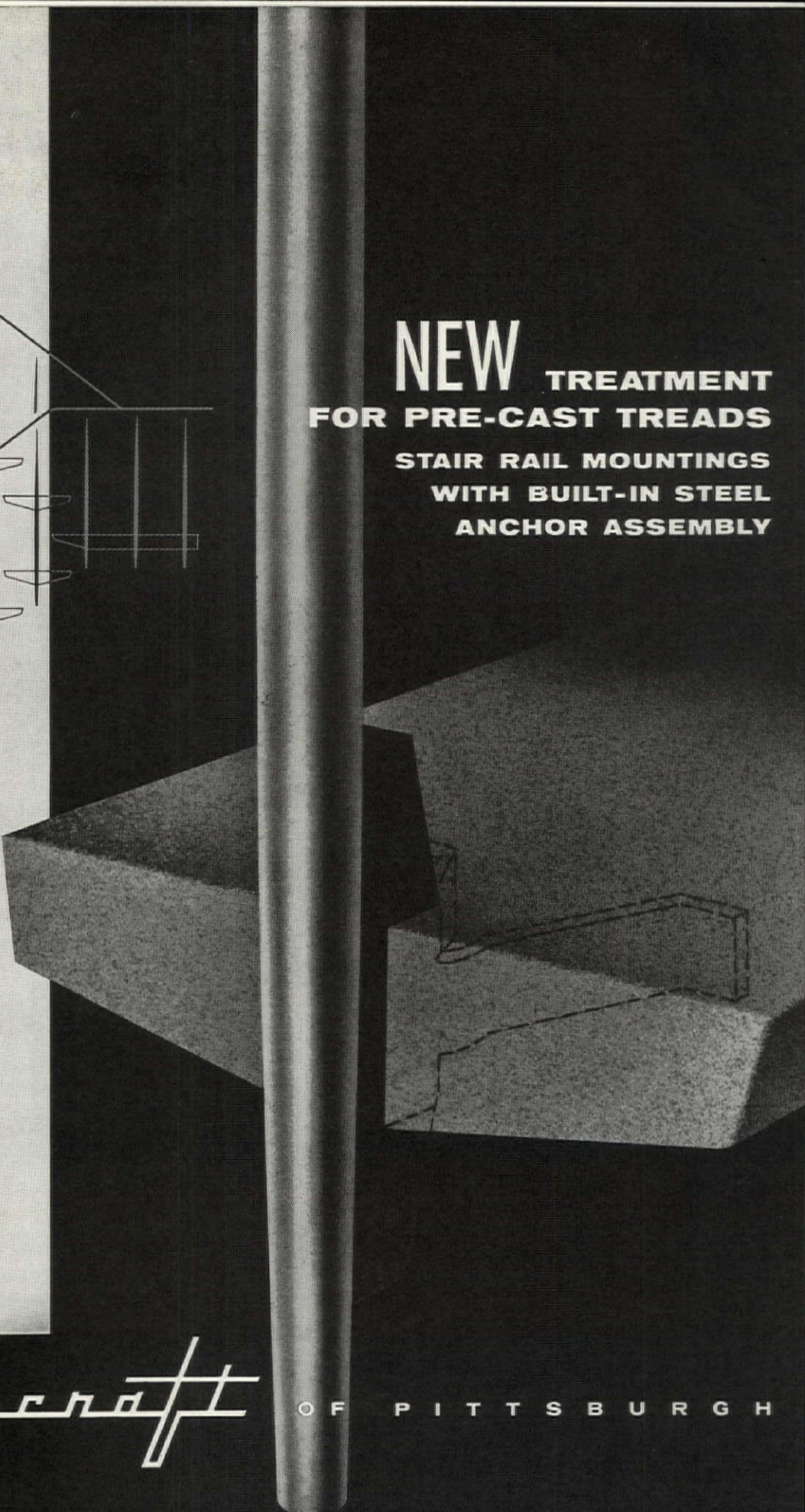
Mr O'Neil Ford, FAIA, of San Antonio, Texas, and Mr Maynard Lyndon, FAIA, of Los Angeles, were both in a difficult spot and did what I considered an outstanding job. No one could envy either one of these two architects. Following either Dr Oppenheimer or Dr Parkinson is a task no one should relish and I feel that O'Neil Ford and Maynard Lyndon did a job that all architects should be proud of.

A. QUINCY JONES, FAIA
Los Angeles, California



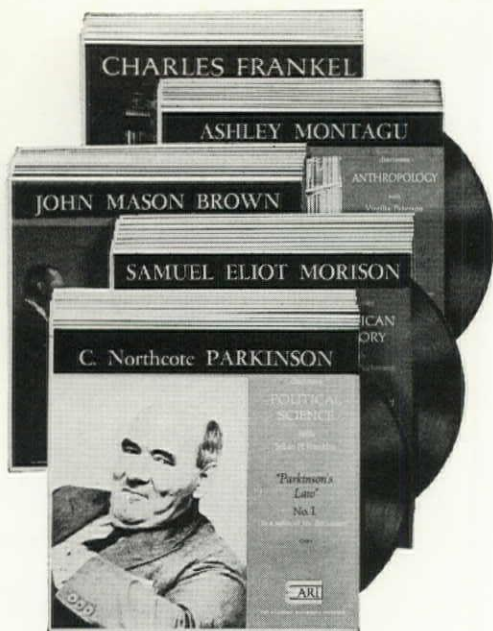
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Now you can hear, on long-playing hi-fi records, the actual voice of Dr. C. Northcote Parkinson (Parkinson's Law) and other noted scholars as they discuss great ideas. If you attended the recent AIA convention in San Francisco, you heard the provocative Dr. Parkinson. Now you can hear him . . . or any of four other famous experts . . . each in his own series of ten records on Political Science, American History, Anthropology, Philosophy or Humanities.

This is an easy, fascinating way to meet the challenge posed by key speakers at the convention: the need for architects (indeed, all busy professionals) to keep pace with trends in other fields, to broaden their mental horizons through new knowledge. Noted authorities in the series include:

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John Mason Brown • Ashley Montagu

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AMERICAN HISTORY — 10 records by SAMUEL ELIOT MORISON, Harvard.

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LETTERS

We Take A Bow

EDITOR, *Journal of the AIA*:

The more I study the January issue of the *AIA Journal* the more I like it. The layout is excellent, and the text is full of meat. Congratulations to you all.

I thoroughly enjoyed the comments on The Guggenheim Museum. Just who is "Jim?" He sounds like a friend to me.

ARNOLD NICHOLSON
Associate Editor
The Saturday Evening Post

(Ed. note: "Jim," Mr Nicholson, is "JW," yours truly. Thanks.)

EDITOR, *Journal of the AIA*:

I was particularly absorbed by the contents of three timely articles in the February issue of the *Journal*:

Victor Gruen's address on the urgency of re-planning urban surroundings for human beings; Edmund R. Purves' review of Frank Lloyd Wright's drawings and the importance of accurate architectural renderings; your call for responsibility to the Gentlemen of Detroit.

ALBERT FREY, FAIA
Palm Springs, Calif.

EDITOR, *Journal of the AIA*:

The Executive Committee of this Chapter has, with the enthusiastic and unanimous approval of each member, instructed me to write you commending you and your staff on the publication of an exceptionally interesting and very useful publication.

We feel that the format and the content are exceptionally expressive of the profession, and as such deserve to be thoroughly digested by each member of the Institute.

G. CAMERON HUNTER
Secretary
West Virginia Chapter, AIA

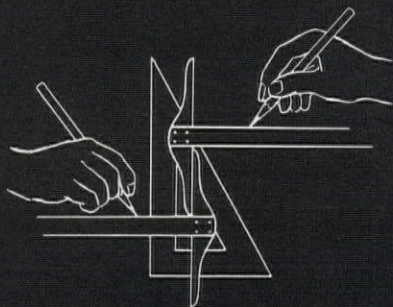
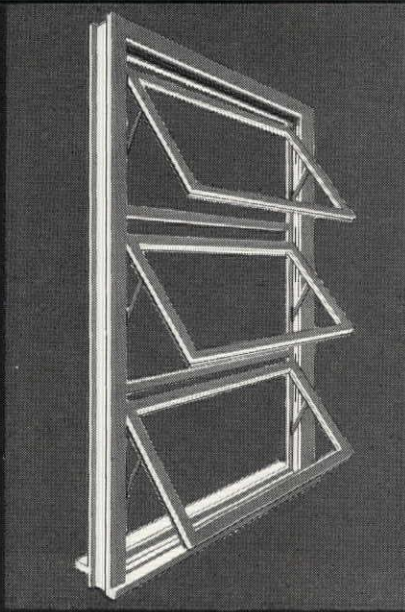
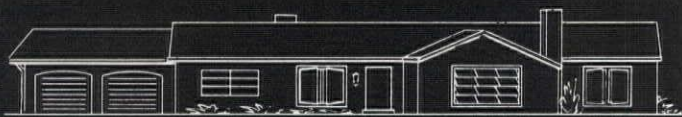
EDITOR, *Journal of the AIA*:

True to my word, I am testifying in writing of the enjoyment I receive from each month's issue of the *Journal*.

May I add my congratulations to what must be a sizeable number for the great improvement the magazine has shown since you have joined the Octagon staff.

MRS RUTH HILL
Executive Secretary,
Wisconsin Chapter, AIA

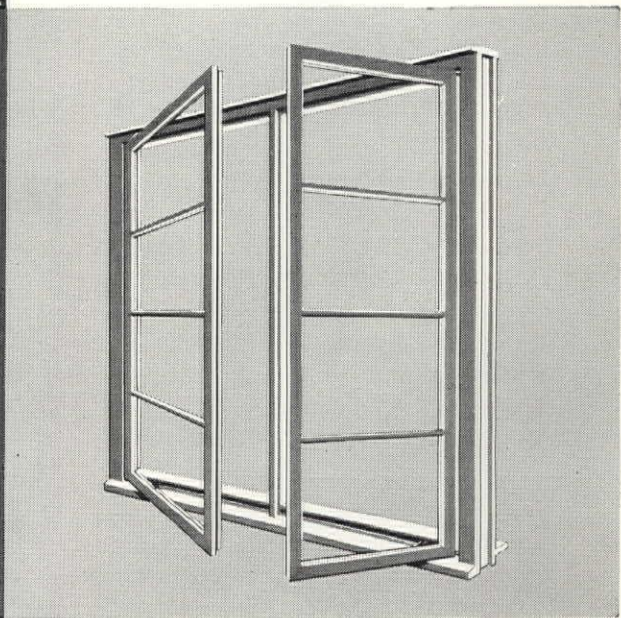
Better
 weather protection with
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Despite similarity in appearance, and conformance to Department of Commerce Commercial Standards, the wide divergence between different makes of windows and exterior doors in controlling infiltration and exfiltration depends almost exclusively on the performance of the weatherstrip.

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NEWS

Names in the News

Canadian Prime Minister *John Diefenbaker* will receive an Honorary Fellowship from the Royal Architectural Institute of Canada during the 53rd Annual Assembly of the Institute in Winnipeg in June. *Basil Spence*, President of the Royal Institute of British Architects, will be the keynote speaker at the convention. . . . *Gordon Bunshaft* and *Wallace K. Harrison* have been elected to membership in the National Institute of Arts and Letters. Bunshaft is noted for his Lever House, Manufacturers Trust Company Building and the Manhattan House Apartments in New York City. Harrison was a member of one of four firms that planned Rockefeller Center, and his own firm has just completed the new Time-Life Building. . . . *Pietro Belluschi* has been elected a Vice-President of the National Institute of Arts and Letters. . . . *Ernest L. Erickson* of Rutland, Vermont, and *Albert W. Hutchison, Jr.* of Nashville, Tennessee, have been named officers in Rotary International. . . . *Enslie O. Oglesby* of Dallas, Texas, has been appointed Junior Design Critic at the University of Houston. . . . *John James Carlos*, architect and editor of *Architectural and Engineering News*, has been awarded the Arnold W. Brunner Scholarship by the New York Chapter, AIA. The scholarship also awarded a grant to *Harold Edelman* and *Stanley Salzman*, Associate Professors of Architecture at Pratt Institute.

Mexican Architectural Seminar Tour

A tour designed especially for architects and their wives who want something extra special with their sightseeing comes along in the form of a Mexican Architectural Seminar Tour to be held August 20 through September 3.

The "special" feature of the tour is that it is conducted with the cooperation of the *Sociedad Arquitectos Mexicanos* which recently bestowed honorary membership on ex-AIA President John Noble Richards. The itinerary includes all principal areas of architectural interest from Laredo through Oaxaco, with one week in Mexico City. Members of the Mexican Society of Architects will assist in tours through homes and business offices.

Exclusive feature of the jaunt is that it is limited to nineteen persons who will be entertained and toured in a way the usual tourist misses. Printed material and full information is available from *Gira Arquitectura*, T. H. Hewitt, Director, 2413 Driscoll, Houston 19, Texas. This sounds like a good one.

International Union of Architects Sixth Congress

"New Techniques and Materials — Their Impact on Architecture" will be the theme of the Sixth Congress of the International Union of Architects scheduled to be held in London July 3-7, 1961.

Plenary sessions will be held on the first and last day of the Congress, with three days devoted to working groups. Excursions to places of architectural and historical interest will be held each afternoon. In addition, tours to all parts of Great Britain will be held immediately after the Congress for a small additional cost.

Details and a full description of all functions may be obtained by writing to Secretary, Royal Institute of British Architects, 66 Portland Place, London W. 1, England.

Sight and Sound

"Man and Masonry," just published by the Allied Masonry Council, uses a new communications technique which combines sight and sound in a book-record designed to call the architect's attention to the esthetic attributes of masonry. Pictured in the book are unusual photographs from all over the world compiled by Bernd Foerster, Assistant Professor of Architecture, School of Architecture, Rensselaer Polytechnic Institute. The photographs also appear in a new film with a specially commissioned musical score by Spencer Huffman, young Baltimore composer. Included in the book is a long-playing high fidelity recording of the film's sound track played by members of the National Symphony Orchestra of Washington, D. C. The recording is designed to be played while looking through the book, combining the arts of architecture and music in a new relationship.

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Best Book — Just Look

The outline specification is to be ready by next Monday. Things to do? Quite a few. The pre-selection of materials: Product literature, catalogues, Sweet's, consultation with salesmen and manufacturer's representatives, endless telephone calls, digging into the files — and the mountain of material grows. Familiar scene? Sure it is — until now!

Now the technical data you need on over 1300 products is catalogued for you in one handy volume — the brand new AIA Building Products Register.

The Register is impartial and factual. Information is presented in convenient tabular form — a method that permits direct comparison of many products engineered to perform similar functions.

The aim of the Register is to promote better use of products through knowledge of their significant characteristics. It does not seek to replace product literature, but acts as a guide to it. It does not test or grade products, list them in preferential order or stamp approval on them.

It *does* classify products according to type by category and sub-category. It describes them as fully and accurately as possible from data supplied by the manufacturers. It identifies them with applicable standards.

And — for the first time technical reference material for each product type is brought together in one place for easy review, in the "Abstracts of Standard Documents" immediately following the product listings in each category.

Such standards, containing scientific methods of analyzing, testing and inspecting, offer criteria by which materials, singly or in combination, may be evaluated. Their incorporation into project specifications makes it easier to control the quality of construction.

The standards in the Register have been furnished by government agencies, testing laboratories, fire underwriters, professional and scientific societies and producer associations issuing or recommending standards.

In addition to the Register itself, subscribers to the annual service will benefit by related services as they become available. Planned are such services as periodic supplements to the annual volume, a new-products newsletter and a reporting service to point up better product use.

You'll find the AIA Building Products Register the most useful book on your shelf. To find out how you can receive your Register, see the full page announcement on page 137 of this issue.

If glass is a major design element of your structure, then the best glass is an important part of your specification



200 East 42nd Street, New York
Owner: Joseph Durst & Sons
Windows: L·O·F Parallel-O-Grey Glass
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“BEST” is glass that minimizes wiggles in reflections, glass that makes your façade as handsome as your rendering.

“BEST” glass, therefore, is *plate* glass. Best plate glass is *twin-ground*. And you always get twin-ground plate glass when you specify L·O·F ¼" Parallel-O-Plate® or Parallel-O-Grey®.



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You should know these facts on architectural aluminum

In contemporary aluminum entrances strength is vitally important. This information should be in your files.

Mechanically joined construction is far superior to welded construction in such applications. In designing the pre-eminent Acme door corner, Acme executives conferred at length with the testing department at North American Aviation and spent considerable time inspecting the huge welding facilities at North American. We wished to have the most accurate information available on the strength of welded versus mechanical joints. The most impressive answer lay in the supersonic jet fighters. Although welding is used extensively in aircraft, at all points of major stress, such as joining wings to fuselage, mechanical joining is standard procedure.

Welded corners are cheaper and easier to produce; we could save money by using welded corners on our doors. Instead, we developed the carefully

engineered mechanically joined corners which are standard on Acme doors.

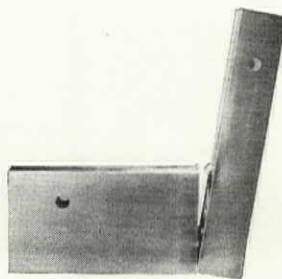
Actual testing amply confirms our assertions. The photographs below are of (A) a leading welded door corner and (B) an Acme door corner. At 1,000 lbs. of tension the welded door corner had been noticeably deformed, with a full 1/16" separation between stile and rail. At 1,680 lbs. the corner failed — came apart. At 1,680 lbs. the Acme corner remained as solid as ever. At 2,000 lbs. it was possible to insert a feeler gage of .032 in the corner.

Acme corners can be counted on to take more than twice the load of welded corners. In aluminum entrances and doors, use Acme. This is your guarantee of strength and quality. Acme is your standard.

A

Leading welded corner

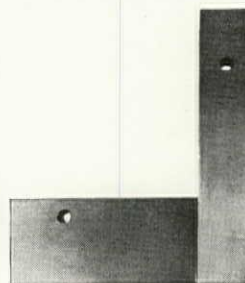
at 1,000 lbs.—1/16" separation
at 1,680 lbs.—failure of welding
(repeated test with same results)



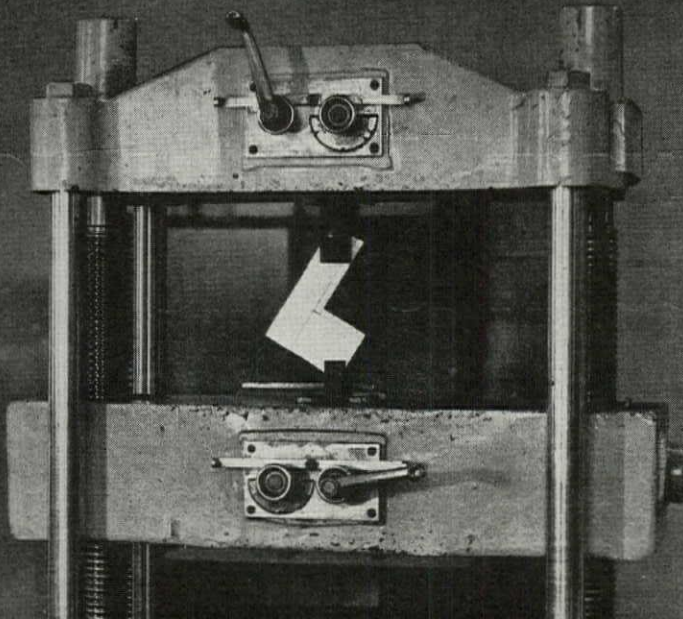
B

Acme corner

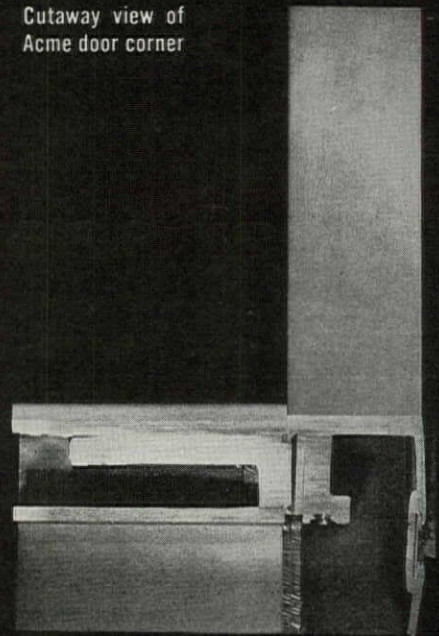
at 1,000 lbs.—no change
at 1,680 lbs.—no change
at 2,000 lbs.—.032 separation



This Acme door corner withstood 4,100 lbs. of direct tension load before failure. Certified by California Testing Laboratories, Inc.



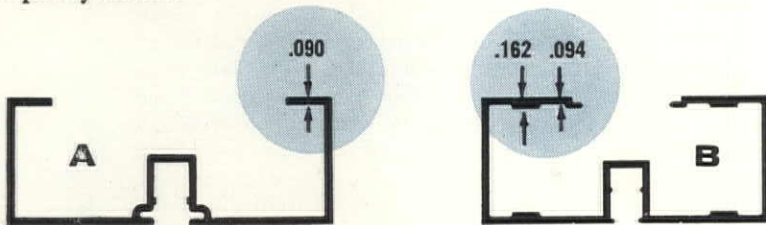
Cutaway view of
Acme door corner



door and entrance construction

and speaking of
strength and quality...
examine these diagrams

they are of standard framing tubes. (A) is from a leading manufacturer. (B) is Acme's B-252. Compare the wall thickness and consider the integrity of design which Acme represents. Notice that the Acme tube is almost *twice* as thick where it counts. This costs Acme money ...but it makes a stronger, better framing tube. Specify Acme!



ACME METAL MOLDING COMPANY

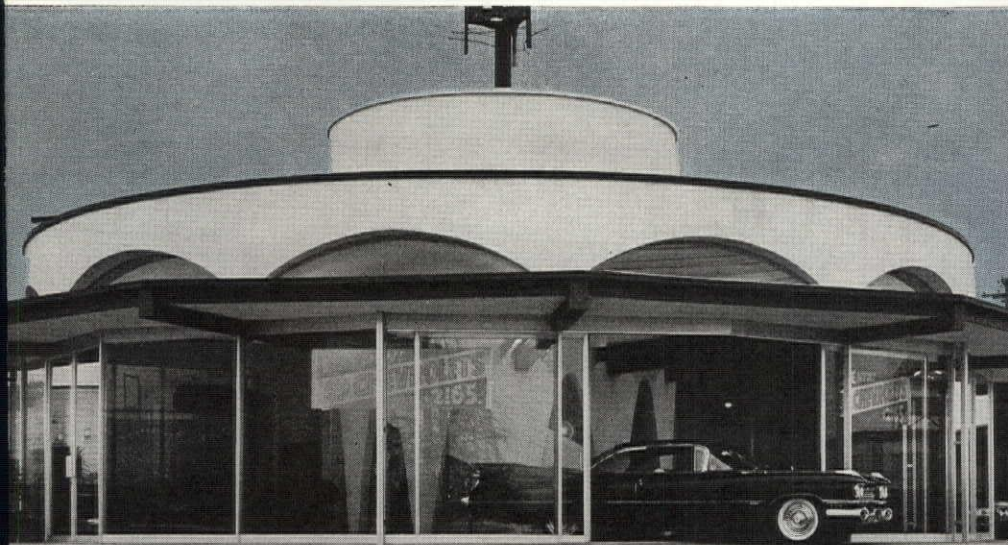
1923 So. Los Angeles St., Los Angeles 11, Calif. - RI 9-3331



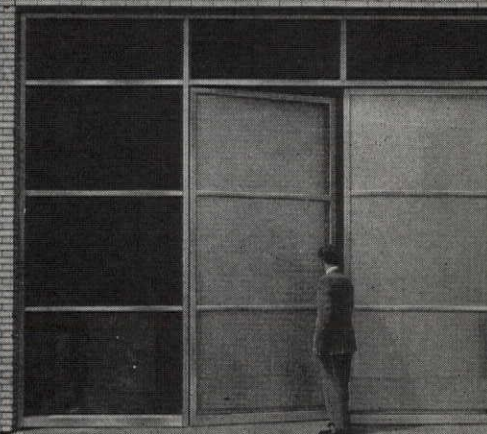
Dueck Chevrolet-Oldsmobile Ltd., Vancouver, B.C., the largest General Motors dealer in the world, wanted a 15' wide by 9' high opening without disturbing the architectural design. With Acme assistance in the planning stage these immense sliding doors were designed and have proven a great success. Normal Acme corner construction, of course. Doors slide at a touch, are subjected to winds up to 70 mph, temperatures from 0° - 95°. Huge swinging doors, also 9' high are shown at left.



Sweets - 21 / Ac



Acme doors, each door leaf 5' x 11', which for over five years have been taking the very heavy traffic of a busy shipping department.





Some Floor Installation Problems

AND HOW SPECIAL ADHESIVES SOLVE THEM

The architect, in specifying resilient floors, ordinarily leaves problems of adhesives and subfloor preparation to the flooring contractor. There are today, however, many special adhesives which can be used to install resilient floors under unusual conditions—sometimes even under conditions which previously would have prohibited the specifying of resilient floors. While it is good practice to specify, "Adhesive(s) as recommended by the manufacturer," such recommendations cannot anticipate all installation problems. Here are some occasional installation problems and some adhesives which will solve them for you.

1. Installations on and below grade, and on lightweight concrete above grade

With the advent of homogeneous vinyl tile floors and vinyl sheet floors with alkali- and moisture-resistant backing (Armstrong Hydrocord Back), certain new installation problems arose. Since these floors are resistant to alkali and moisture, they can be installed over concrete on and below grade. So it was necessary to develop an adhesive that would form a strong bond with flooring materials and remain unaffected by the alkali and moisture always found in varying amounts in on- and below-grade subfloors. The same requirements had to be met for installation over above-grade lightweight concrete slabs, where similar conditions can exist. To solve these problems, Armstrong researchers developed a synthetic rubber adhesive that forms a strong bond with the nonporous flooring materials and is also highly resistant to alkali and moisture. It is called S-235 Cement.

2. When schedules require that floors be laid before concrete has dried

Occasionally there is not time to wait for concrete to dry completely before laying resilient floors. When this is the case, floors of Custom Corlon (homogeneous vinyl) Tile or Rubber Tile can be installed with Armstrong S-235 Cement. However, sometimes there is excessive moisture in on- and below-grade subfloors, when not even S-235 will form a good bond. This condition calls for Armstrong S-104 Chemical-Set Waterproof Cement, a liquid latex and powder adhesive which is mixed on the job.

3. Areas where spilled water is a problem

Sheet floors, being virtually seamless, provide the best service around drinking fountains, in locker

rooms, and in similar areas where a lot of water is spilled on the floor. The few existing seams can be made completely watertight by applying a synthetic resin-alcohol solvent adhesive such as Armstrong S-214. With watertight seams and edges, no water can seep under the floor surface to form mildew or deteriorate wood subfloors.

4. Clear and translucent vinyl tile

Some of the most luxurious vinyl tiles combine solid colors with clear and translucent vinyls. Since these tiles are unbacked, the color of the adhesive can sometimes show through. Most resilient floor adhesives are dark brown or black which gives a muddy, dirty, or stained appearance to these floors. Now this problem is overcome with Armstrong S-235 Cement, a new white formula adhesive which does not detract from the beauty of the clear vinyls.

5. When an adhesive of extreme strength is required

Installations of resilient floors sometimes require an adhesive stronger than those generally used. The need arises from unusual conditions which exert extra stress on individual tiles or special areas of sheet flooring. Exceptionally rough and especially nonporous surfaces also demand a stronger adhesive. Armstrong S-1200 Contact Bond Cement is designed for special installations where extra adhesive strength is required. It can be used with all Armstrong floors except Asphalt Tile and Excelon (vinyl-asbestos) Tile.

Service for Architects

If you have any questions concerning resilient floor adhesives or resilient floors themselves—call the Architectural-Builders Consultant at your Armstrong District Office. He will be glad to supply you with information and make recommendations for specific jobs. Also, he can obtain for you the services of research and installation specialists at Armstrong. Or, if you wish, write direct to Armstrong Cork Company, Floor Division, 1406 Sage Street, Lancaster, Pennsylvania.

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FLOOR DIVISION • LANCASTER, PENNSYLVANIA

1860-1960 *Beginning our second century of progress*



infrared inferno!

This is the continuous baking oven at Weis where freshly enameled panels and other components move by conveyor through 150 feet of infrared heat that gives them their uniformly hard and durable finishes. Temperature throughout the cycle is automatically



controlled for maximum effectiveness. Raw materials to finished product, Weis toilet compartments and cabinet showers benefit from the finest workmanship and best modern processes available. That's why Weis is specified for America's most important buildings. Your Weis representative will be happy to provide complete details, or send coupon below.

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SHOWERS



HENRY WEIS MANUFACTURING CO., INC.
Dept. K-1302, Elkhart, Indiana

Please send information on Weis toilet compartments and cabinet showers.

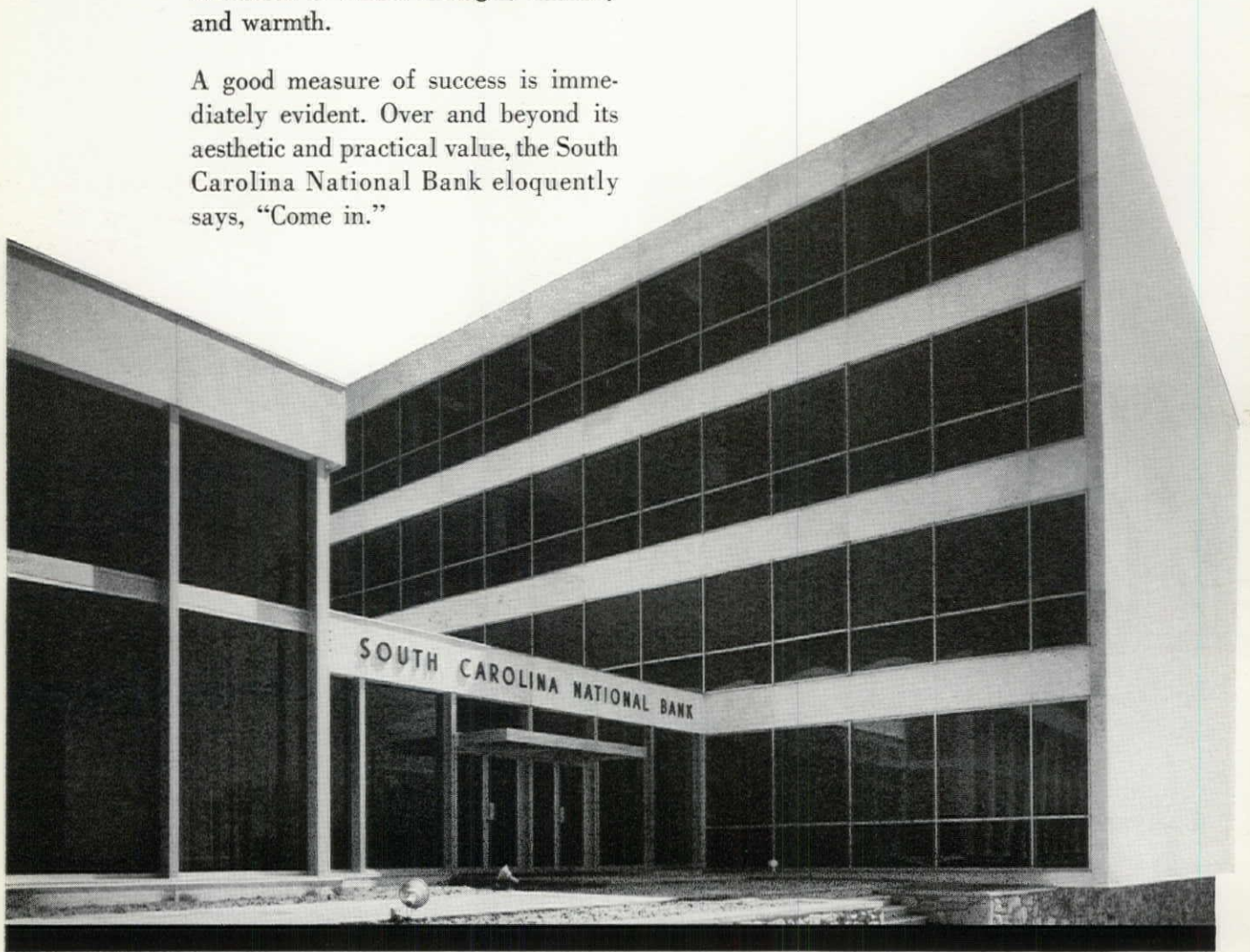
name _____
firm/school _____
address _____
city, state _____

"COME IN"

Gone are the portentous facades, the heavy decor that once masked the legendary banker's "glass eye." The banking structure is no longer a cliché; instead, it is as fresh and new as any form of architecture today.

The South Carolina National Bank is certainly a fine example. One reason: the modern use of marble. The brilliant whiteness of this classic material has been superbly used by the architects to reflect strength, stability and warmth.

A good measure of success is immediately evident. Over and beyond its aesthetic and practical value, the South Carolina National Bank eloquently says, "Come in."



The South Carolina National Bank, Columbia, S. C.

Architects-Engineers: Lyles, Bissett, Carlisle & Wolff, Columbia, S. C.

General Contractor: Congaree Construction Company, Columbia, S. C.

Exterior Veneer: Meadow White Marble

DIVISIONS: Structural Division, Nelson, Ga.; Calcium Products Division, Tate, Ga.; Alabama Limestone Co., Russellville, Ala.; Green Mountain Marble, West Rutland, Vt.; Tennessee Marble, Knoxville, Tenn.; Alberene Stone, Schuyler, Va.; Willingham-Little Stone, Atlanta, Ga.; Consolidated Quarries Div., Decatur, Ga.



A · I · A

Journal



EXPANDING HORIZONS

► “Within the next forty years we will have to rebuild the face of this nation. We have to double all our existing structures to accommodate the rapidly expanding new generation of Americans and replace obsolescent and dilapidated structures. To do this job well, we and all the architects across the nation cannot afford merely to keep up with a changing society. We must keep ahead, lest unforeseen change overtake us.”

Thus spoke John Noble Richards opening the Ninety-Second Annual Convention of The American Institute of Architects in San Francisco, California, in April 1960, a convention exploring all the facets of Expanding Horizons and the part architects must play in America’s future.

Here, in the pages of this magazine, are the words that were spoken by some of our country’s most outstanding sociologists, technologists, politico-economists and philosophers—each a learned man speaking his hopes, faith and fears for the future. Each carefully tying in his work with that of the architect to show that no man sits apart in his own ivory tower, but each is interdependent upon the other to make America’s expanding horizons brighter horizons for all. ◀

► This has been a busy and constructive year. Even if only a part of the many plans and proposals your Board has studied, discussed and passed are to be realized, the period between our last meeting at New Orleans and our sessions this week will have a decisive influence on the course of our organization and our profession.

As you all know, with the able and intelligent assistance of professional management consultants, the firm of Handy & Associates of Philadelphia and New York, we have thoroughly reorganized our headquarters staff. We felt it necessary to gear our headquarters operation to the growing demands put on AIA and the profession.

AIA has become a million dollar operation. But more important, it has become a vital force in the building industry and in the economic and social life of our nation. I believe that the new headquarters organization promises greater efficiency in conducting our business, in serving the membership, and in meeting the challenge imposed by our growing national importance.

This was an internal organization of our staff.

Secondly, we have carefully considered and are ready to propose to you, a new Organizational Structure for the Institute and its members across the nation. A great deal of effort has been made by the Board and the staff to acquaint every member with this proposal through a simple, inexpensive film and a booklet which was mailed to every corporate member.

Thirdly, we have spent a good deal of time studying the status of the profession in a changing society. The Board Committee on the Profession under the able Chairmanship of Jim Hunter of Colorado, has prepared a most thoughtful report to guide the thinking of your Board of Directors. Out of this report will no doubt come a number of tangible proposals designed to help all of us to better cope with the problems of practicing architecture in our highly competitive and increasingly complex society.

Fourthly, we have made greater and I believe more effective efforts than have ever been made in the past to assert the leadership of the architect among the design professions and within the building industry, not by vainglorious breast-beating, but by determined efforts to bring about closer coordination, collaboration and teamwork.

In doing so, the other officers and I, and your Executive Director, have supplemented the often painstaking work of our joint committees

with other professions and building industry groups, with a series of special leadership meetings. Most of these so-called "Summit Meetings" have been highly productive. Such meetings have been held with the Engineers Joint Council, the Consulting Engineers, the National Association of Home Builders, the Associated General Contractors of America and others. I was proud to have been invited, in addition, to address conventions and other gatherings of most of these groups on your behalf.

These speeches supplemented a heavy speaking schedule which has taken me about 150,000 miles to some eighty different cities. I have talked to surety bond groups, architectural students, architectural seminars, landscape architects, mechanical contracting groups, plastering contractors, tile contractors, doctors, lawyers and other professionals, hospital administrators, school administrators, planning groups, restaurant managers and service clubs such as Rotary, Exchange, Kiwanis and Junior Chambers of Commerce. This, of course, is in addition to my many talks to numerous component groups of the AIA. I like to think that these personal appearances on your behalf have been a constructive part of our over-all and much accelerated public relations program.

This brings me to the fifth point I want to make on the state of AIA—our public relations activities.

I believe that we can be proud of our record in this area. There can be no question that public awareness and understanding of the architects' contribution to society has vastly increased. We have realized however that good public relations is essentially a job we—the local Chapter and the individual architect—must do ourselves.

Our professional public relations counsel and staff can guide us and provide us with the necessary tools such as films, literature and written statements, but we are the ones who must use them. Our public relations is and must be a do-it-yourself job. It is and must be more than mere publicity and salesmanship. It is essentially a matter of good community relations.

During my tenure of office the membership of AIA has increased by about a thousand. I believe that our new members have joined a forceful and alert organization which, thanks to the dedicated men and women who serve it, and to our devoted and hard-working staff, is able to achieve the lofty aspirations of our calling. ◀

Tuesday

April 19



EXPANDING HORIZONS

Sociological Horizons

Dr Wendell Bell,
Professor of Sociology and Anthropology,
University of California at Los Angeles

Panel Discussion

Harry M. Weese, AIA, Chicago, Illinois
Henry D. Whitney, AIA, New York, New York
William W. Wurster, FAIA,
Dean, College of Architecture,
University of California

R. S. Reynolds Memorial Award

Jean Tschumi,
1960 Award Winner

Greetings from the AGC

James W. Cawdrey

AIA

Convention

1960

Dr Ralph Tyler

Introduction

The theme of our convention this year is "Expanding Horizons."

We live in a period of rapid change. We know—or at least our economists tell us—that within the next forty years we will have to rebuild the face of this nation. We have to double all our existing structures to accommodate the rapidly expanding new generation of Americans and replace obsolescent and dilapidated structures.

To do this job well, we and all the other architects across the nation, cannot afford merely to keep up with a changing society. We must keep ahead, lest unforeseen change overtake us.

It is for this reason that we have invited some of the best minds in the fields of sociology, technology, politico-economics and philosophy to explore the new horizons of mankind with us. After each of the learned speeches, a panel of distinguished architects will attempt to relate these explorations to the immediate architectural task at hand.

These meetings and the inter-relation of all these talks have been carefully thought out. They have a pattern. They constitute a fabric of thought.

The man who will outline this pattern is a distinguished scholar. His special fields of interest are the psychology of learning, achievement test construction and educational experimentation. He is the author of several important books on education. He is currently the Director of the Center for Advanced Studies in the Behavioral Sciences at Stanford University: Dr. Ralph Tyler.

Scientists and scholars in many fields are concerned with understanding man, and they are adding to our knowledge at a rapidly increasing rate. For example, the neurologists are discovering new facts and generalizations about the brain and how it operates. Just a short time ago one of the prizes given by the American Association for the Advancement of Science was to two biological scientists, one of whom had been able to attach electrodes to one part of the brain and was able to stimulate an animal just as though he had seen food in front of him, thus making it unnecessary to have a wisp of hay in front of the jackass to stimulate his movement. And the other had been able to connect electrodes to other parts of the brain so the animal behaved as though he had been fed, thus making it unnecessary to reward his efforts by feeding him.

Knowledge about the nature of the brain and how it operates is rapidly accumulating. Similarly, great growth is taking place in our knowledge of heredity. Many of the things that we have felt inherent in man's nature turn out not to be inherent at all. For example, studies of the babies orphaned in the London blitz have given new understanding. Because of the demand for all adults to be in service of some kind during the blitz, these babies did not have the opportunity to be cuddled and treated as human beings, to receive and respond to affection from their mothers. Now that these children are in their late teens it is found that they are unable to fall in love—which is so much a part of fundamental behavior. Even such basic social behavior as love seems not to be simply inherited, but to rely for its expression upon early developmental experience. If a baby does not have an opportunity in his first year to receive and to make response to other human beings, he is not able to develop social behavior later. These are just two illustrations of new biological knowledge.

There is also much new knowledge of social man. For example, social psychologists have identified the tremendous effects of social groups, both small groups and large groups, upon the individual. Popular concern with this influence is shown by the sales of the book, "The Organization Man." There is also new understanding of the way individual man helps to shape and influence groups, and how he reacts to other types of human association.

Other scholars are studying man's thoughts and how he thinks. Some philosophers are getting new findings and will also be obtaining new insight on man's thinking from the historians, from

► This professional program is based on the obvious belief that architecture not only shapes man's life, his actions and his vision by the very nature of its construction, but man also shapes architecture. His ways of life create demands for arranged space and for buildings appropriate for his behavior and facilitating it. Hence, an understanding of the nature of man, his present activities and his future developments, are an essential part of the core of architectural wisdom.

the sociologists and from the psychologists, as well as from the biologists. We are getting to understand more clearly the nature of science not only as a discipline which attempts to observe and explain reality in a very direct fashion, but as a discipline which has to build an imaginative system like mathematics which enables one to talk about the *n*th dimension and new concepts that could not have been dreamed of before.

There are also scholars who are getting more knowledge about the hopes and fears of man. For example, psychiatrists are seeking to understand the hopes and fears so deeply imbedded that they appear to be among our deep traditions, if not inherent. Philosophers and artists are engaged in the continuing quest for meaning and beauty in life.

Other scholars, historians and anthropologists, for example, are discovering that the great changes currently seen in man and the world are not wholly chaotic or unanticipated. Man and the world he creates are not only affected by new science and technology, but they are also influenced by man's own memory, and even his perception of the present is partly guided by his memory of the past. Hence, it is not a totally new world into which we are moving. In fact, man tries so hard to understand himself and his environment that he seeks to reduce the complexity he perceives to a greater simplicity and unity in his conception of it.

Philosophers, linguists, artists and other scholars emphasize also the fact that man is a maker and user of symbols. He makes words, and is affected by them. He creates designs not only to parallel his observations but also as an expression of hopes and fears, and as a basis for further thinking and development.

These examples suggest the large number of scientists and scholars at work in many fields to learn more about man and his behavior. As a result, the sum total of facts, generalizations and knowledge as to what man is and is becoming is at least twice as great as at the beginning of World War II.

But this is creating a crisis in architecture, as in other fields, because if the architect has as an essential part of the core of his wisdom some notion as to what man is and is becoming, how he behaves, what are his hopes and aspirations, and the conditions required for his well-being and his development—if this is an essential part of his knowledge and if that knowledge is growing so rapidly, the architect, is caught in a dilemma.



Dr Ralph Tyler, Director of the Center for Advanced Study in the Behavioral Sciences, Palo Alto, California, outlining the Professional Program for the week

How can one know all these things which may be relevant to one's work and how much need one know?

The design of this program is to sample four illustrative cases of the kinds of studies of man currently being made by scientists and scholars. These cases could be multiplied by the thousands, but we have time in the program for only a few illustrations. Today we shall hear a sociologist present some of his work; tomorrow, a physicist; Thursday, a political scientist and economist; and Friday, a philosopher. Each scholar will present his work and explain it from his own point of view, not from an architect's viewpoint. But each day the scholar's presentation is followed by a panel of architects who seek to find implications for architecture in the work presented.

This will not provide a brief summary of the developing knowledge of man, but the aim is to give something of the flavor and variety in current work, and to pose more clearly the question of keeping abreast of the most central and significant knowledge of man. The architect needs this knowledge so that his work will be better understood, and the architect has a great opportunity to help shape man's development so that he will more nearly reach his full human potential. ◀

Dr Wendell Bell

on Sociological Horizons

The first major speaker on our professional program is a distinguished Professor of Sociology and Anthropology. He teaches at the University of California, and, in his writings, has specialized particularly in the sociological problems of our cities. He will address this convention on "Sociological Horizons": Dr Wendell Bell.

► There are at least two ways one might approach a discussion of those things that now appear on the sociological horizon. One would be to consider the development of the discipline of sociology itself. What new accomplishments will be made as sociology develops in the forthcoming years? What new theories will be formulated? What new techniques of investigation invented? What new applications will be made of sociological principles in our daily lives?

A second way to approach this topic would be to consider not sociology itself, but the substance of sociology — these things about which sociology is concerned. What changes in social organization, culture, and personality may be predicted from what we know about current trends? What is on the horizon with respect to the people, the ways they relate to each other, the goals they are trying to achieve, the patterns of behavior they exhibit, the beliefs they are dedicated to, and the amount of mental health or sickness they have created for themselves?

I have tried to say something about both of these "sociological horizons" but only with respect to a single phenomenon. That phenomenon is power — the amount of control some men have over others — whether legitimate or illegitimate, responsible or irresponsible. Of course, there are many other things that I could discuss with you. There are many other developments going on within the discipline of sociology just as there are many other aspects of modern society that are changing rapidly with far-reaching consequences for our future daily lives. However, developments in the *sociological study of power* on the one hand and the facts of the *changing newer structure of our nation, regions, states, and communities* on the

other will represent some of the more disturbing challenges to us in the years to come.

First, let us see what has concerned sociologists in the recent past. Beginning in the early nineteenth hundreds, there was at the University of Chicago a group of sociologists whose work was to dominate American sociology for many years. Most relevant, perhaps, to this discussion was the work of Robert E. Park, Roderick McKenzie, Ernest Burgess, Louis Wirth, Nels Anderson, and Harvey Zorbaugh, among many others. Many of you, undoubtedly, cut your sociological teeth on Burgess' concentric zone theory of city growth, Wirth's study of social life in a Jewish Ghetto, Anderson's study of the hobo, Zorbaugh's "The Gold Coast and the Slum," Thrasher's study of the gang, or other contributions of the Chicago human ecologists. The studies emerging from the University of Chicago during this time represent milestones in sociological research, being efforts to introduce empirical rigor and precision into the study of community and society.

The social changes that absorbed the attention of these researchers was the rapid growth of America's cities and the mass migrations of basically peasant peoples from America's countryside



as well as from Europe and elsewhere. These migrations, of course, made such mushrooming increases of people in American cities possible. Thus, many of the Chicago sociologists threw themselves into the study of the city, and have left us with so many maps, charts, statistical tables, etc, summarizing data about Chicago that there is no question but that Chicago is the most studied large city on earth.

But what did these sociological pioneers — who had sometimes been born and reared in rural parts or small towns and who perhaps clung to the rural survivals of a then outmoded set of values — but what did they see as the major social problems of their day? In other words, what did they see as their tasks, what things did they feel they should study? In a word, the answer is *disorganization*. The effects of the rapid urbanization and the coming together in the city of so many different groups with different cultural backgrounds produced in their eyes social disorganization. Often implicitly comparing the urban environment to stable rural life they showed that the family was disintegrating, with intergenerational conflict the rule — parents clinging to older, more traditional values and children taking on new ways. The children often depreciating their own parents because of the parents' lack of skill in the use of English, their lack of understanding of emerging American ways, and their attempts to maintain their national identities. This was family disorganization.

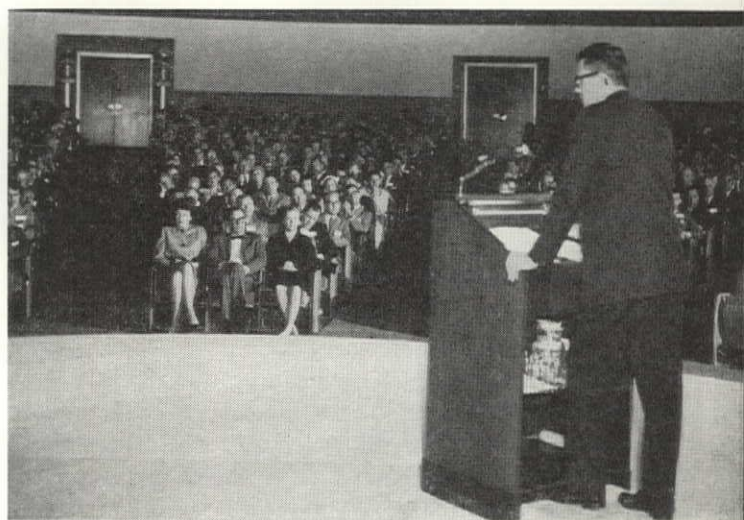
Related to this was the sociological interest in the urban neighborhood. In the city, the neighborhood as a social unit was breaking down. The personal relationships and patterns of interaction so common among rural neighbors was being replaced in the city neighborhood by anonymous and impersonal relationships. "Neighbors" were being replaced by nameless and faceless strangers who were at once in close physical proximity but at great social distance from one another — the lonely crowd. This too was *disorganization*.

Along with the disintegration of the family and the breakdown of the neighborhood as a social group came a host of related phenomena which were viewed as manifestations of social disorganization. Such things as juvenile delinquency, crime, suicide, gambling, and prostitution were taken as indices of social disorganization, and the files of the Department of Sociology at the University of Chicago must groan under the load of maps depicting the neighborhood distributions of high, medium, and low rates of just about everything one can think of.

One other point about the Chicago school of urban sociology is relevant to this discussion. The theoretical and conceptual framework that gave shape to much of this work was taken for the most part, by analogy, from plant and animal ecology with a pinch of distributive economics plus a dash of the then current studies of land values. The interesting thing about this is the fact that such an intellectual commitment included as a basic premise the notion that the different features of the city

were the result of *natural* forces. Thus, the various neighborhoods of the city were natural areas which became the way they were because of the unplanned working out of certain "unconscious" processes such as competition, segregation, invasion, succession, and so forth. Thus, not only was the major social problem — and major subject of sociological investigation — social disorganization in some form or other, but also social disorganization was the inevitable consequence of the working out of a series of natural forces.

The implication contained here, I think, is quite clear. Impersonal and immutable forces were the cause of the major social problem — social disorganization—and man could do little about it since the natural laws responsible had to be obeyed. The



Dr. Wendell Bell, Professor of Sociology and Anthropology, University of California at Los Angeles, addressing the convention

migrants moving into the city, their particular location in the city, the social isolation and impersonality that developed, the breakdown of the family that occurred, the lack of any integrated social organization in the neighborhoods, the fall of informal social controls and the rise of formal controls over human behavior, the vice, crime, and forms of deviant behavior, and the relocation of the second and third generation members of the ethnic groups into neighborhoods farther from the center of the cities were all the necessary results of symbiosis; they were unplanned, natural developments. Interestingly, this rather gloomy outlook toward the potential effectiveness of man in altering the course of social disorganization was belied by the Chicago sociologists themselves, many of whom in their private lives participated unselfishly in various action programs designed to ameliorate

the deleterious effects of social disorganization. But that is not of concern to us here.

Since World War II the dominance of the Chicago school of urban sociologists over American sociology has waned. Today no single center of sociology is as dominant as Chicago was earlier. Instead there are five or six different schools sharing the intellectual leadership in the field. Schools such as Harvard, Columbia, the University of Michigan, the University of California both at Berkeley and Los Angeles, along with a new, younger group at Chicago, each with its satellites and field of influence. In like manner, there may be less agreement on the major social problem today than there was at the time of Chicago's heyday. But at the risk of doing some injustice to the variability actually found today in what sociologists feel is socially significant to study. I believe there is some agreement that the major social problem is and will be to an increasing degree not social disorganization or lack of organization, but just the reverse. A major social problem American sociologists now recognize is *overorganization*, too much social *integration*. The problems of lack of social controls have been replaced in the attention of the sociologist by the problems of the concentration of power.

The growth of recent sociological concern with the problems of power can be traced to the now classic "Middletown in Transition" by Robert S. and Helen M. Lynd, which was published in 1937. Additional studies which included some concern with the problems of power appeared in the nineteen-forties with the publication of Lloyd Warner's "Yankee City" series, Hollingshead's "Elm-town's Youth," some of C. Wright Mills' earlier work, and other studies. Many of these works were community studies which focused primarily on prestige and status rather than on power, and it remained for Floyd Hunter in 1953 to give real focus to the study of *power* structure rather than *practice* structure when his study of Atlanta, Georgia was published. Since Hunter's work, there have been many other sociological studies of the concentration of power, and an accelerated emphasis has been placed on such studies since the publication in 1956 of Mills' "The Power Elite" and in 1959 of Hunter's "Top Leadership, USA." More and more sociologists are being led into the study of power, and just two weeks ago at Northwestern University more than thirty-five social scientists gathered to discuss the problems of metropolitan power structures. Coming together under the sponsorship of the Social Science Research Council, these men represented only a small part of the

growing number of sociologists who no longer concern themselves with the *social disorganization* engendered by the city, but who are devoted to the study of the problems of urban *power structures*.

This is not to say that the problems of control and power are new. From Aristotle and Plato, through Machiavelli, to more recently Russell, Lasswell, and Merriam, one can find discussions of power. However, the present wave of interest in power is somewhat different in that its scope is greater and in that it is seen as a major social problem engendered by the character of modern society itself; a problem which must be solved if modern life is to be tolerable. This wave of interest, of course, is by no means restricted to sociology, but is one of the main streams of current intellectual thought, whether in novels such as "1984," "Brave New World," or "The Ninth Wave"; or in plays, essays in the "little mags" or whatnot. Nor is it restricted to the problems of control over persons and restrictions on personal liberties in Communistic or other totalitarian countries. It also includes a deep concern over the problems of power in a democracy. The forces at work in controlling the results of an election, the effect of bureaucratic structure on limiting the freedom of choice of an "organization man," the role of the large corporations in controlling prices and wages, the liquor lobbyists influencing state legislators, the housing industry influencing federal housing programs for the benefit of private interests, and a trade union leadership over which the union members have little control, are among the many things under sociological investigation.

Along with the recognition of American sociologists, and American intellectuals generally, of the problems of power in American democracy, has come increased knowledge of human behavior. The science of sociology has made considerable headway in the last decade in codifying the principles of human behavior. We are no longer content to merely predict with an accuracy little better than chance the way people will behave, but we are becoming more ambitious and raising our sights to the formulation of the principles of controlling, of manipulating, people and their institutions. As a criterion of good knowledge, there is perhaps nothing better a scientist can expect than to control the phenomena with which he is concerned. In the case of the sociologist, such phenomena include certain aspects of the behavior and ideas of individuals as well as the patterns of social interaction which characterize the way individuals relate to one another.

If sociological knowledge is good—that is if it really works—the conditions have been created to control or manipulate the behavior and thoughts of others. However, the knowledge itself can be used to achieve many purposes. Like the principles of atomic energy which may be exploited to help to build a city or fry it in destruction, the principles of sociology — once they have been sufficiently developed—may be used to create the conditions under which our ideals of democratic controls may be more fully achieved or they may be used to increase the concentration of power in the hands of a few oligarchs and make a sham of our democracy as we now think of it. It is not just that a political candidate today can be packaged with more effectiveness than a tube of toothpaste or a cigarette could be last week, but it is that we are learning techniques of organization and control which make our political process—our institutional guarantees of political democracy—increasingly irrelevant to the actual decision-making regarding the important issues which affect our lives.

It is ironic that among the men of a single discipline there is simultaneously a growing fear of the potential abuses of social power, and an increasing success in developing the knowledge which makes the outcomes of the exercise of such power more certain. Or perhaps it is not ironic at all but completely understandable. Because while the average citizen remembers sociology as a kind of a joke—a set of relatively unsophisticated common sense statements about everyday life, or some absurdities about marriage and the family, or some preachings about race relations, or perhaps even some interesting, if unusual, views on sex — sociology has been changing markedly. It has become research-oriented, more rigorous and more imaginative, more precise and more theoretical, more exact and more widely applicable. And the sociologist, of course, has been more aware of these current trends than the public at large. The future can only hold a continuation and further elaboration of these developments.

Thus, since the early part of the twentieth century there has been a discernible shift in the attention of sociologists from the problems of social disorganization to the opposite—the problems of power. At the same time, recent developments in sociological knowledge potentially permit greater prediction of and control over human behavior than formerly. And the theoretical commitments of sociologists have moved from the notion of immutable and impersonal causes about which man could consciously do little to control, and have moved to the notion of the efficacy of conscious

decision-making and the control of some men by others — factors which man can control by conscious effort.

It is beyond the scope of this paper to discuss the intricate ways in which social changes themselves have affected the discipline of sociology. It suffices for now to point out that the national and local power structures in the United States were changing during this time although there appears to be a lag between when the great concentrations of economic and political power were taking place and when the sociologists finally recognized them as social problems and subjects of serious investigation. The urbanization and industrialization of American life have brought with them the increased scale of society. Massive organizations, large in scope, with small groups of decision-making elites occupying the top command posts have developed. The concentration of power in the United States today is probably greater than anywhere else in recorded history. In the near future, barring a catastrophe, this concentration of power will be still greater than it is at the present time. It is, of course, not—or even primarily—big government that I'm talking about, but big business as well. General Motors, American Tel and Tel, United States Steel, General Electric, Standard Oil, Ford Motor Co, Bank of America, Chase Manhattan Bank, First National City Bank of New York, Sears Roebuck, Safeway, and the other large economic organizations represent not only the control over billions of dollars of assets and millions of employees, but also of resources, production, distribution, and mass communications. As Adolph Berle has pointed out, “. . . not only do five hundred corporations control two-thirds of the non-farm economy but within each of that five hundred a still smaller group has the ultimate decision-making power.”

The problem of power is not simply that it is concentrated. Every society, if it is going to constitute anything but anarchy, has to have some organized power. Different functions must be allocated, different social roles having different degrees of responsibility and control over others must be created and filled, some form of social organization, however rudimentary, must exist. The fact of power, then, and even its amount of concentration is not the crucial social problem — except perhaps in those cases where there is insufficient concentration of power to achieve the goals of the society and its members. But then we have the problem of the insufficient concentration of organized power — or social disorganization — that concerned the Chicago sociologists for so long.



Newly-elected Fellows of The American Institute of Architects, City Hall, San Francisco

If the problem of power in American democracy is not the degree of its concentration, what is it? It is the problem of *access to the positions of power*. Organized power is a necessary condition for the integration of our society, for the coordination of the many far-flung parts. But who is it who occupies the positions of power? From what social strata are the power elite recruited? Whom do they represent? Does everyone with equal ability stand the same chance of achieving a top position in the decision-making hierarchy no matter what his social origins?

Before answering these questions I'd like to make it clear that definitive answers are beyond the scope of this paper. I choose to adopt one approach and one aspect of the problem of power which seem justified by our ideas about political democracy. To evaluate the extent to which the command posts in the American power structure are manned in a fashion that is consistent with our convictions about political democracy I have used the concept of "proportionate representation." There is ample justification for the use of proportionate representation as a criterion for the evaluation of democracy, but it should be understood that it is only one aspect of democracy.

By political democracy we mean the existence of representative government and the maintenance of public liberties. Included in the idea of representative government is that political decision-makers should be selected by popular election, that competition for positions as political decision-makers be free and equally open to all, and that decision-makers should be accountable and responsive to popular opinion. By the maintenance

of public liberties we mean the existence of the freedoms of speech, of assembly, and so forth.

Representative government and public liberties constitute deeply felt-values in American society. In grammar school we are taught to keep clean, to love mother, and to salute the flag. On a superficial level we learn the jingles well, yet our souls are often dirty, we often hate our mothers (but confide the fact only to our psychiatrists), and we aren't completely in favor of democratic practices. As a sociologist, I had better leave your souls and feelings about your mother to other professionals, but with respect to feelings about democracy I can speak. Several recent studies, since Ray Mack's original work, have shown the same thing for samples of various ages, different social classes, and diverse parts of the country. Mack took the Bill of Rights and simply reworded the rights somewhat, and asked a sample of college students if they agreed with them. The Bill of Rights did not fare well. Many of the rights guaranteed to us by the Constitution were rejected by a majority of the students. This is shocking. That even on the level of ideals, there is a significant number of persons who do not believe in democratic principles. But at the level of practice, rather than of thought, the situation may be still worse.

Before launching into a consideration of the proportionate representation of various social groups among the people who are powerful in public affairs, further consideration of the criterion of representation is necessary. A few years ago, William S. Robinson traced a series of Supreme Court decisions regarding a proper jury. He shows that the Court recognizes the existence of "unconscious bias" on the part of jurors. For example, if a businessman is a juror for a case involving a labor union, he may be unconsciously biased against the union. This may be so even though the businessman is perfectly honest. Without impugning his integrity, we can argue—with the Supreme Court—that the social background of a businessman, his associates and his training, his commitments and style of living, his values and beliefs may be so as to unconsciously prevent him from seeing the worth of the union's case. No matter how hard he tries to be impartial, he may without himself knowing it, favor management's side. Or as C. Wright Mills has recently said of the fact that Charles E. Wilson undoubtedly represented the interests of the corporate world when he was in government.

This is not because he is dishonest; on the contrary, it is because he is probably a man of solid integrity—as sound as a dollar. He is what he is

and he cannot very well be anything else. He is a member of the professional corporation elite; just as are his colleagues, in the government and out of it; he represents the wealth of the higher corporate world; he represents its power; and he believes sincerely in his oft-quoted remark about the mutual good of the United States and the General Motors Corporation.

In addition to recognizing that different economic groups have different interests and different beliefs that may affect their judgement in various ways unknown to themselves, the Supreme Court recognizes the existence of the same phenomenon between members of the different sexes, different ages, and different racial, national, and religious groups. The Court has said that a proper jury panel is one that is drawn so as to be representative of the adult community as a whole from which it was drawn, and the Court has established a probability measure for assessing such representativeness. I wish to apply these same notions to the occupants of the positions of organized power with respect to public affairs in the United States.

The positions of power with respect to public affairs that I'm referring to are those used by Richard J. Hill, Charles R. Wright, and myself in a nearly complete report on public leadership in the United States for the Fund for Adult Education. Such positions include elected political leaders, higher civil servants, political appointees, military leaders, business leaders — because they are so often influential in public affairs, persons considered to be leaders by others by reputation, and participants and officers in voluntary organizations, and political activities because, while not always public *leaders*, they have access to the organized channels of communication and influence in public affairs.

Women represent more than half of our population, but they seldom occupy positions of public leadership. No woman has ever served as President or Vice-President of the United States, only two have served in the Cabinet, and from 1947 to 1957 there were 180 US Senators and only three were women and only one of these had been elected in her own right; out of 435 members of the House of Representatives about fifteen or so are to be found in each Congress in recent years. Few women are mayors, fewer still occupy high positions in state governments. It wasn't until 1920, it must be remembered, that the right of women to vote in the United States was guaranteed by the Federal constitution, and as late as 1957 women were prohibited by law from holding the office of Governor or other high state offices

in Oklahoma. Nor do women work behind the scenes by playing informal roles in the power structure. Only a handful of women, if any, are found among the community leaders in the many studies that are now available. In Hunter's list of the one hundred top policy makers in the United States, only one is a woman.

Women are somewhat more represented among the participants of voluntary associations, but contrary to what many persons may think, they do not belong to as many organizations as men do. They are less likely to be officers of voluntary organizations generally, and much less likely to hold offices in large, important organizations. Thus, women have less power in public affairs than men through access to channels of communication and influence provided by participation in voluntary associations. Also, even though there are now more women in the United States eligible to vote than there are men, they actually vote less and some of them even agree with the men who feel that women should stay home and be silent in their roles as mothers and housewives.

Perhaps the fact that women are grossly under-represented among the persons who influence public decisions is of no consequence. After all, history is replete with examples of women who had access to the ears of powerful men by sharing their bedchambers. Since men and women live intimate family lives together, perhaps women have their share of power by influencing the men rather than through occupying the power elite roles themselves. This does not appear to be borne out by the data. We now have many studies of personal influence over fashions, going to the movies, marketing behavior, and of public affairs. When it comes to public affairs, the women listen to the men and are more influenced by them than vice-versa. So even at the informal level women appear to have less influence than men.

A mitigating circumstance may be found in the fact that a social cleavage may be unlikely to occur between men and women. That is, since men and women are found in every social class, in every racial, national, and religious group, no men's interest as opposed to women's interest may develop. A modern Lysistrata leading the women of America into some collective action against the men is most unlikely. Nonetheless, what are the consequences of the fact that women are excluded from the important policy-making roles in this country? Would they play the roles the same as the men do? Would our policies concerning divorce, property laws, children, or even foreign aid and armaments be the same? One can argue that

such policies would be vastly different if women shared equally with men the power to make such decisions.

Our public leaders are not only men for the most part, but they are also on the average in their middle fifties. Most of them are between the ages of forty-five and sixty-five, although some continue their roles as policy-makers well beyond sixty-five. The young adults and the very old are generally under-represented among the power elite. We know from hundreds of surveys that the opinion of young adults differ systematically from older people on a variety of issues whether they concern farm policies, attitudes toward the United Nations, the desirability of capital punishment, or whatever. Their views are not adequately represented among our top decision-makers. Likewise the very old in our society are not adequately represented among the decision-makers. And, not being well integrated into the family structure, the potentiality of a special interest developing among our elders



Panel on "Sociological Horizons." Left to right: President Richards, William Wurster, Dr Wendell Bell, Henry D. Whitney and Harry Weese

can be seen by the occasional flurry of activity among the aged with respect to various old age assistance programs.

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There have only been two Negroes in the United States Senate since its formation. They were both appointed during Reconstruction from the State of Mississippi. But before and after that no Negroes have been US Senators. Foreign-born persons, Catholics, and Jews are also grossly under-represented at the top levels of power in the nation. Except for the period during Reconstruction, Negroes were effectively prevented even from voting in the South by the white primary which was

in effect up until it was declared unconstitutional in 1944. Even then the poll tax, property requirements, or differentially applied competency standards have often kept Negroes from voting in the South. Civil rights legislation currently being made may for the first time since Reconstruction guarantee to the southern Negroes their full rights as members of the polity.

Among the Protestant religions, the Presbyterians and Episcopalians are greatly over-represented among our top leaders. The Methodists, Baptists, and other groups are under-represented. The Congregationalists and Unitarians are about proportionately represented, sometimes more, sometimes less, depending on the particular leadership roles one considers.

This pattern of dominance by the native-born, white Episcopalians and Presbyterians is altered only in some of our urban areas outside of the South. In city governments, we sometimes find American minority groups having considerable power. This is true in our very largest cities like New York and Chicago. And it's true in smaller cities in which there is a ward method of selecting city councilmen and partisan elections. In New York, for example, the mayor, the controller, and the president of the council must always be of different ethnic background. "For a well-balanced city-wide ticket, there must be an Italian, an Irishman, and a Jew, while a fourth important position could well be found for a Negro." (Adrian, 1955: 114) But even in the large cities where the ethnic has achieved power, this power is largely limited to the political sphere alone. As John Gunther reports for Chicago, the Irish may have the city government, but the State Street merchants and the packers pretty much do as they please.

Also, the social and ecological conditions under which American minority groups do exercise political power in our larger cities for the most part contribute to the continuation of the minority status and prevent their assimilation into the larger American society. Residential segregation, campaign appeals emphasizing ethnic factors, a sense of identity with the ethnic group, and an ethnic leadership which has much to gain by playing on the fears the majority group has of the minority and the suspicions the minority group feels for the majority.

Add to the picture an additional dimension: social class. The socio-economic origins of our policy-makers are quite unrepresentative of such origins of the general population. Yet it is a well-known fact that the different social classes in the United States have quite different values and be-

haviors. Perhaps it would not matter if the different classes differed only in their methods of toilet training, relative number of broken families, and average life-time travel. But they differ also in a wide range of political attitudes, in voting preferences, attitudes toward social security, opinions concerning the amount of government control over corporations, and so forth. They differ, in other words, with respect to a set of attitudes and beliefs that would affect their performances in policy-making roles. Yet the higher socio-economic groups have a virtual monopoly on decision-making in public affairs in the United States. Our public leaders are recruited from the higher prestige occupational groups, the higher income groups, from the families of corporate wealth, from the more highly educated groups, and generally from among persons educated at a few elite colleges in the eastern part of the United States. Before you decide that you want your leaders to come from the more highly educated groups, let me point out that education—and especially an Ivy-league education—is still something that can be bought for one's children (assuming that they are within the normal IQ range). The function of higher education, as far as the class system is concerned, is primarily to stabilize and legitimize the already existing class boundaries. Education functions only secondarily as an institutional means of providing upward social mobility for the persons starting out on the lower range of the social ladder.

Furthermore, in styles of living, income, and vested interest most of our top leaders are similar to the higher social classes. To the extent to which their way of life, expense accounts and all, shapes them to certain points of view they are not like the lower or working classes, they are like the higher social classes. This is definitely true at the national level, and is generally true at the regional, state, and local level too. It is true, however, that here and there, usually in a highly unionized industrial town, the working and lower classes may have some representation in the local power structure. But only three of Hunter's top national policy-makers are remotely representative of the laboring classes, and these persons are trade union leaders.

Who are the people who hold the power over public policies in the United States? They are not at all representative of our general adult population. Many social strata in the United States simply do not serve as pools from which such leaders are recruited. Our policy-makers are men, generally between forty-five and sixty-five, native-born, white, Episcopalian or Presbyterian, born into a



business or professional family, who were college-educated, often at an Ivy-league school, who started in the labor force near the top of the occupational structure and who in prestige, income and wealth are representative of only a small segment of the American population today. Thus, by the criterion of proportionate representation, American democracy at the present time is far from the ideal we hold of it.

Yet we are somewhat closer to our goal than we have been in the past. Women have more rights now than they have had. Negroes are increasingly having their rights as citizens upheld. The Catholics are a potent political bloc in our cities. But these things and others have not come without struggle. And there is still a long way to go in achieving the democracy that we revere in our speeches and celebrate in our rituals.

I have, of course, been speaking to you as citizens, not as architects. My point in bringing a few facts about one aspect of American democracy to your attention is to engage you in what, I think, must be a continuing dialogue among citizens of a free country about the state of their practical affairs as viewed from the perspective of the values they profess. Without such a continuous dialogue, based on examination and reexamination of both our real situations and our principles, we may be in danger of never achieving the American dream of freedom and equality for all men which is forever before us on the horizon. ◀

Panel

on Sociological Horizons

HARRY WEESE:

► I think we all agree that Dr Bell covers quite a wide bit of territory, but before I attempt to tilt with his windmill I am going to have to admit to a couple of private prejudices with which you are going to have to deal when you interpret my remarks.

First, is my abhorrence of pigeonholes. The second is that perhaps too much knowledge can be a dangerous thing.

We heard from Dr Bell about the great knowledge that developed in Chicago in the sociological sphere and I don't think Chicago has done very much with this knowledge in the past year.

I think that the most compelling thing that I drew from this is what sociology is doing unto itself — not simply observing society but rather designing society; but if not designing society, designing mechanisms by which it is designed. Natural forces no longer operate; control becomes necessary; disorganization is no longer the problem — it is over-organization and power that is the bugaboo.

Popular sociology with "Lonely Crowd," "The Organization Man," and "Status Seekers" has popularized our dilemmas in a vivid way. The drift is alarming to many of us. Margaret Mead writes cogently of the drawbacks of early marriage and the social pressures forcing it. We don't feel happy about the allocation of consumer income which puts fifteen per cent of the disposable consumer dollar into automotive expense against eighteen per cent for shelter.

We object to being called "consumers" and part of a consumer pattern which consumes everything, including itself and puts nothing back. In other words, we are not altogether happy with the drift of things.

At the root of this drift is the power structure, with which Dr Bell deals, and in his words we "are losing control." I could not agree more that we are under the power of mass psychology and mass

appeals coming through the mass media. It would seem only those who are willing to stop their ears and stay away from their TVs are able to resist. But our democratic process is to safeguard us from this power and its abuse of power. But in the same breath Dr Bell tells of new perfections of power, certain key words — control, manipulation — and a quote, I believe, "if sociological knowledge is good, conditions have been created to control and manipulate the thoughts of others."

Well, I go back to that old political saw that you can manipulate some of the people some of the time and not all of the people all of the time.

I hope that is a true reading of it.

Folk knowledge sometimes can be an important determinant. But the real question is: What is democracy? Is it simply a matter of proportionate representation of every recognizable category in age, sex, condition, ethnic, religion, Ivy or non-Ivy? I think proportionate representation is one of Dr Bell's definitions of how to insure democratic functioning; every age pattern, sex, condition, religion, Ivy or non-Ivy must be represented in this structure to achieve democracy. If we followed Dr Bell's criterion of proportionate representation as being a primary gauge of democracy, we would insist on having the growing proportion of homosexuals represented not only in government but in every layer of the power structure. We would design a power structure which is like a gigantic committee, which merely reflects the divisions that now divide us, merely highlights the differences that we are trying to obliterate, producing merely a convention of pressure groups. If this is the essential control of society that the modern sociologists are aiming at, this may be the cure that is going to be worse than the disease.

Now, my specific, and I again emphasize my own status, would be the removal of labels, removal of self-interest, removal of special pleading that herds people together for wrong reasons. I would rather think of our society as developing toward the highest capabilities of "individuals" blessed with intelligence and a sense of responsibility, the highest we can muster, and the placing of confidence in these representatives and their efforts by us who back them, either in the poll booths, labor unions, churches, marts of trade, theaters, galleries and planning commissions.

It doesn't bother me that there are not a proportionate number of women in policy-making positions; there are not a proportionate number of men in the pangs of childbirth. Nor does it worry me whether a man is a Presbyterian or an

Episcopalian — I couldn't tell the difference. As to the Ivy League, if it so happens that the Ivy League school teaches the kind of responsibility that makes for leadership, then anyone who chooses to make the struggle will find his way through an Ivy League school sooner or later. Social mobility seems to me to be in a perfectly healthy condition.

Now, the power structure of course will be unbalanced always, and sometimes severely unbalanced in unhealthy directions. But like our government, it is what we make it as long as the laws of the land are upheld.

There are no barriers to ability and talent that I have come across. There is, of course, an education barrier but I am sure Dr Bell would not want in our leadership, for example, an equal representation for the uneducated. Our democracy should not be turned over to a committee—just as architecture cannot be designed by a committee. It is only through the continuous dialogue based on our examination of ourselves as individuals in the



context of society that we can develop better men and women and, therefore, better motivation and better institutions. In this development I would place artists and philosophers at the well-springs of motivation.

The artists' role—and I include architects—has always been to lift man's opinion of himself and celebrate the human condition; art is life and the philosophers tell us why it should be thus. Without them we are without direction and we would be in the throes of ethical and moral disorganization. With them and with an intelligent and proud people, our power structure will take care of itself and we will have an architecture reflecting these happy human conditions. ◀

▶ Dr Bell tells us, in his informative and thought-provoking address, that the dominant interest of American sociology in the first part of this century was the social disorganization produced by the growth of big cities. The influx of racial minorities, of farm families, and of the underprivileged of all types seeking jobs, produced over-crowding, ill health, crime, delinquency and the break-up of family life.

Then, Dr Bell says, the sociologists left this problem and started to study other things. For my part, I hope the sociologists come back to the city. They may have determined to their satisfaction that the chaos and destruction of human values occurring in cities were the predictable results of natural causes. But there are two things that have happened since, which alter the situation:

First, things have gotten much worse in cities.

Secondly, the great urban renewal movement has taken root—institutionalized in a billion-and-a-half dollar Federal program and several state-financed programs besides. This change means that we, at last, have mechanisms within our grasp comparable in scope and power to the evils that face us in the city.

Now I hope the sociologists return to the study of the city because this great program could use the results of their research. This program in city re-building is badly in need of goals and guides of almost every kind.

But the sociologists are not the only ones who have neglected the city in the last twenty or thirty years. Until recently, the modern architect has been forced by events to concentrate more and more of his efforts in the suburbs. Modern buildings, like any buildings, look best with space around them, and space—until Title I came along—was the city's most characteristic deficiency.

Structural purity is harder to achieve in the city, except for the huge building which sets out to be a public or commercial symbol. We have deified the structure of the individual building and made it our primary artistic discipline in architectural design. Thereby, we have neglected such equally important considerations as the structure of the neighborhood and the creative and efficient use of land — principally urban land — in all its great variety of types and for all the different uses which the community requires. Since the unit of architectural practice is usually the individual building, we have allowed the architects' traditional claim to environmental design to lapse, and sometimes our technical capacities along with it.

So, along with the sociologist, the architect is needed back in the inner city, not primarily as the designer of individual buildings, but as the person who knows how to produce indoor and outdoor space to live, work and relax in and, more especially, as the person who can estimate how much land, money and time is required for its realization.

Now these are pious thoughts. The architect is busy doing the individual buildings he is asked to do, and the sociologist is uncovering illuminating things about the structure of power in America. Perhaps, they will both continue in their present grooves.

However, our culture is increasingly city-oriented and the things that are wrong with the city seem to fall primarily within the fields of the sociologist, the architect and the planner. Most importantly, we have a country-wide program operating with large Federal and local funds which, whether we know it or not, has the capacity to rebuild our cities. In line with that purpose sociologists could well define the minimum requirements for normal American family life in cities, and architects and planners could well show what such neighborhoods would look like, how much



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land they would require and how much they would cost to build. We need sociological studies of potential urban land use, and these studies need to be architecturally visualized.

The key feature, as we all know, in the Title I Urban Renewal and Redevelopment program, is the concept that city land should be written down in value to the point where it best serves the long-range interests of the community. Developers are

to be freed from the necessity—which has caused much city congestion in the past—of overcrowding the land in order to justify a value which has become artificially high through speculative influences.

But what is the long-range interest of the community? Some think that merely getting rid of slums and substituting new and better buildings in new and somewhat better environments is enough. Others think that this is far from enough and that if we continue merely to do this, we will be missing the opportunities which this great program has extended to us.

The real point is that the city has become unlivable during the last two generations, and will remain so without basic change, while the flight to the suburbs has assumed extraordinary proportions. The process of city decay has been finished off by the influx of racial minorities and the underprivileged of all sorts, whose overriding requirement is for cheap rental accommodations which are most available and accessible surrounding the city center. Moreover, while the city goes down in quality, its municipal costs go up. Its health, police, fire, and welfare services are overburdened by the poor, sick, and delinquent families at the center, who have the least capacity as taxpayers to pay for the services they require. At the same time, the city's streets, utilities and community services must be extended uneconomically to serve the expanding periphery.

In large part, the city's best taxpayers have left. Its traffic arteries are congested every day with country-dwellers seeking the city, and on weekends with city-dwellers seeking the country. What causes our metropolitan traffic problem, in essence, but the fact that no one can live in cities—most cities that is—except the poor and the rich? The rest of us spend much of our time jamming our highways getting in and out at rush hours. There's plenty of room on our highways, except when our displaced populations have to get to and from the places they were displaced from by the process of city decay.

This brings me to the important point. Potentially, the city is the best place to live in the entire metropolitan area. It has that almost unheard of advantage of middle-income residential development in a convenient location. Before Title I, no developer could buy a big enough piece of city land to create a self-sufficient neighborhood. So he was at the mercy of existing adverse surroundings.

Now this is changed. Sites for private residential development are available which are both conveniently located and large in area. Communities

can be created on these sites which are self-sufficient and, in addition, which embody the minimum conditions for residential permanence for normal middle-income families. This can be done, not by bringing the suburbs into the city and indulging in artificially low densities which would have to be heavily subsidized. It can be done by working within normal urban densities and standard construction costs.

The trouble with the present procedure is that the many local and federal officials, technical experts and businessmen, who must approve any redevelopment or renewal project to have it succeed, are not really in agreement on what constitutes desirable characteristics for a Title I project. Sometimes this results in excessive density; sometimes in excessive openness. The confusion comes from outmoded habits of thought about the American family's living needs, on one hand, and about the true potentialities of urban residential land on the other. The first misconception is that the average family would always like to live in inconvenient, expensive, un-private and socially stratified suburbs, no matter what accommodations were provided for it back in the city. The work of investigating — and, I hope disproving — this fallacy would fall in the sociologist's field.

The second misconception is that city land can't be planned with living advantages like those which people think they find in the suburbs. This problem is the architect's meat and he has been waiting to get at it for years.

The sociologist is an expert in defining group living needs. The architect is an expert in satisfying them. The city is in a bad way and getting worse. Let's get back to the city; let's collaborate. ◀

DEAN WILLIAM W. WURSTER:

► Perhaps it might be expected that I would approach this in a different fashion. I have gone through Dr Bell's paper as it was given to me, thinking up the various things that had to do with education as well as the architectural world itself.

I find that the changing emphasis of sociological study and goals and the broad sweep of Professor Bell's paper evoke professional responses from the architect. There is a whole series of minor items to be listed as well as major ones. In the very beginning of the paper the mention of the shift from the *process* of sociology to the *content* has a direct comparison with architecture, for it, too, has ever sought to free itself from process to content.



Receiving line, President's Reception. Mrs Richards, John Noble Richards, Mrs Will and Phil Will (left to right) greet guests

I go back to the old days when I think of the form of the process as embodied in the Beaux Arts system which made architecture a gentlemanly club with rules guided by India ink washes. I've always said that Welles Bosworth's design for MIT was essentially a process affair where those in the know never saw the building itself even when looking at it, relating the reality to the rendering. This can be applied to modern design also!

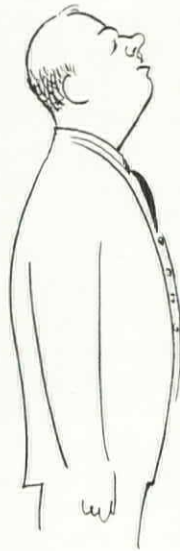
Akin also to sociology are the departments of architecture, for there are many schools of thought now and much less agreement as to answers. Under the earlier Beaux Arts system and even the later Bauhaus school of thought, all was too iron-clad and rigid. Just as there was a famous old Chicago school of sociology so there were also the Beaux Arts and the Bauhaus. I think the present chaos we are in is rather healthy; it arouses discussion; there is agreement and disagreement among the different schools. There is a philosophy but no dogma. Perhaps the only dogma we have at the University of California is the dogma that there shan't be a dogma.

Dr Bell is too young to think of this. To me one of the great lessons of the world was the depression. I wonder what sociology gained from the depression? Architecture gained great things, for it found anew the value of the everyday things — the spoon and the chair and the value of ideas as compared to marble palaces. Even such things as museums found values in live as well as dead artists. It is so pleasant to have that happen in our lifetime. Perhaps Dr Bell will pick this up and say

something about it even though he was not here at the time.

Now I think we find great similarity between sociology and architecture in the balance between observing the past and mirroring it and the push which seeks to guide things to come. What is the real balance between the mirroring of the past and the continuance of the past and the experimental things to come? I think only time permits a real development of this theme and I cannot do it in the short few minutes I have to talk to you. I think all university architecture is plagued by the demand for continuity by the power group. The power group live in a Georgian world, in another kind of world. They really do. The Harvard Georgian is not Georgian at all. It is a potpourri of everything. I think the eager young architects are seeking to guide the work toward the future with new techniques and new demands for flexibility.

I think that I agree with Harry Weese — the question of decision in a democracy states another chord of kinship. How can a jury decide? And why should all facets be represented all of the



while? Is it true that each structure must represent all things? I think not and I question that all architecture must be conceived under a scheme of proportionate representation, because it seems to me no one phase of life can carry on its slim shoulders all the disagreements and all the aspirations of mankind. There must be some small, anonymous human scale things.

Perhaps the greatest thing I think Dr Bell brings up, with which I have the greatest concern and complete agreement, is this piling up of concentration — the increase of scale that comes from

industrialization and urbanization. We watch the spiral which results in over-emphasizing fame and large offices. The flames of this are fed by the magazines—sometimes I wish there were a moratorium on the magazines for a year or two! Particularly so if there is a wish on their part to join the band wagon. Sometimes you have the clear spiraling of things, inexact and unfair to the participants; the participant pushed out of his own bootstraps, not up to the acclaim that then arrives at the doors. Somehow or other one longs for the New England town and just so one longs for the anonymous architect. Somehow in Finland and Denmark they have escaped this plague of bigness—the power elite—and the access to power. I sincerely hope our training will lead away from the piling up of things in this fashion and I think and hope that sociology as it develops will point the way. ◀

DISCUSSION:

▶ DR BELL: Perhaps I may begin the discussion by making a brief comment and perhaps taking out one or two of the pins that I find sticking in me at the moment.

I would like first of all to congratulate the panelists on making my remarks at least partially relevant to architecture. I was not sure they were going to do it.

I wonder if I could make one or two points that Mr Weese, Mr Whitney and Mr Wurster raised to lead off the discussion.

I tried to indicate that I did not want to take proportionate representation as the entire evaluation of our democracy, but simply try to point out that it was perhaps one of the ways that we could evaluate the extent to which our political process was operating the way we thought it should. But I enter a disclaimer that I don't think it is. Lawyers represent a wide variety of people, even if not of these people. If I can give one example that Mr Weese used—whether we want the uneducated to be among our leaders.

The Supreme Court states that once a man can pass a very minimal requirement for reading and writing then no person, no member of any kind of association or group is a better member of a jury than any other. I think that may be true of our public leaders as well—that is, in terms of our theory of democracy.

Let me give you one example. In the days when Egypt was thriving, in the days of the Pharaohs, only a small group of individuals could read or write. These individuals were largely controlled by the priestly class—sometimes the merchant class

was in power. They also trained scribes. They trained some people from the lower classes in the techniques of reading and writing, and what do you suppose they trained these people to do? The scribes, who were from the lower classes, learned to read and to write things such as this: "The Pharaoh is all-powerful. The Pharaoh is the embodiment of all things that are good. The Pharaoh's word is the word of God."

In other words, by the time a scribe who came out of the lower classes was able to perform his job of reading and writing he had been so completely indoctrinated and propagandized that he did not even represent the classes from which he came. I think we may even draw a conclusion on the competencies of the peripheral things we teach in the educational process today.

Mr Whitney raised good questions—that we return to the city. I would like to go back very briefly. It is exactly the problem he raised I was trying in a very tangential way to comment on. There are some sociologists that disagree with my comments on power today. They are the sociologists who take the arena of the larger metropolitan area as the arena of social interaction we are concerned with. These sociologists are concerned with trying to study the way in which an entire metropolitan area comes together and interacts and comes to a decision regarding those things which seem to be, in terms of our standard of values today, very necessary facilities and services. Everything from problems of traffic to sewage.

These sociologists throw up their hands and say there is no leadership at all. I say there is. There is no leadership perhaps that is the kind of leadership they are talking about—a group of individuals, highly organized with a great deal of power, power to achieve the goals of creating cities that are going to be better places to live.

They are quite right. It happens because of the kinds of power structures that I am talking about that that kind of leadership does not exist. That is, many of the power blocs, corporate power for example and even sometimes ethnic groups, are in fact the very obstacles that you can overcome.

I can only suggest one of the reasons that we have the kinds of power structure we do, and because it is so powerful and resists attempts to engage in bold city planning, is because of the general apathy of most of us and most of the citizens of the United States. Possibly if we participated more and were not so apathetic we could construct some kind of power instrument that now doesn't exist.

Mr Wurster wondered what the sociologists learned from the depression. Apparently sociology

thrives in times of catastrophe. We get all sorts of money during a depression to do studies of all kinds of things that are suddenly thought of as social problems. This is true of depressions, wars and other catastrophes. During the depression there was a great deal of money for research and pay for sociologists' salaries to do all sorts of things.

I think we did learn from the depression to try a little harder to focus on real problems; that is, to bring the study of society and men to bear directly on those things which are considered to be problems at the time in the society in which we live.

MR WHITNEY: As I get it, Dr Bell's point is that sociologists have studied the city and find no mechanism with which to accomplish these things. I agree with Mr Weese on things like this. I am old-fashioned enough to believe in the power of human indignation, human perseverance and the willingness to work for that which you believe in, the solidarity that people feel when they are work-



Gold Medalist Ludwig Mies van der Rohe at press conference, San Francisco

ing in the same cause. I think we ought to do this whether we are assured that these sentiments and mechanisms of this sort will really persevere and power structure develop behind the things we want to have happen.

I don't think you have a right in anything you want to accomplish to only do it if you have power structure available. I don't think Dr Bell was saying this either. Sociologists have looked around a bit and found there is not much chance to do this. I criticized sociologists for this and I think it is



reflected slightly in the original Chicago school. At any rate, I think the fact—I was very much struck with this and I meant to comment on it—that the sociologists in the Chicago study found these things are the result of immutable forces.

What in the world are immutable forces? I don't know whether they left it at that point or not.

I wonder if the architects in this room consider that the condition of the city isn't to a very great extent — as I do — responsible for the breakdown of good neighborhoods, for the breakdown of human happiness, for the breakdown of health through inadequate recreation, through overcrowding and all the rest. I think that we as architects and as technicians should make a great point of telling people that to a certain extent, to a large extent, these dreadful things that have happened to the city can be changed.

Now, we can't change it all but there is a large section of what is wrong that people like sociologists, architects, planners and engineers are able to do something about, and I think particularly that we must hammer away at these two great misconceptions in a collaborative effort which I keep promoting and believing must happen fairly soon;

namely, that the American people are perpetually wedded to the suburbs no matter what you do in the city, and secondly, city land is incapable of being developed to provide anything except the things that it now has, by and large.

MR WEESE: These are very serious matters.

I think leadership is something to earn. Once you have earned it, earned the mantle of leadership, it doesn't matter how you got there but there is no guarantee as to race, creed or struggle.

The power structure produced the Ford Foundation, and if they gave money to Dr Bell for research he would be very happy to accept it.

Power structures have their good purposes and I think he pointed that out. Only through the proper operating of this dialogue are we going to get even necessary improvements, and I think this group, as architects, knows exactly where it is going—at least I believe we are getting to know more and more where we are going.

The Golden Gate Competition is a good example. Anyone who has seen that will recognize that we and the sociologists have a part to play in something that a hundred years from now will make our grandchildren proud that we carried on. ◀



REMARKS BY

Professor Jean Tschumi

UPON RECEIVING THE

R. S. REYNOLDS MEMORIAL AWARD

FOR 1960

► Mr President, distinguished guests, ladies and gentlemen, my dear colleagues. It is with profound joy that I find myself once again with you, especially now that you honor me with the Reynolds Award.

I am particularly touched because it was just ten years ago that I visited the US, and saw the work of American architects.

Today, as then, I consider that the creations of you American architects stand as lessons for all other architects in the world. Your American structures are truly the creations of the masters of our civilization.

European architects, with other means, and taking account of different local conditions, are striving to follow your lead in the use of aluminum for facades, for example.

In Switzerland, in particular, this light metal, because of its many qualities, has given architects the possibility of designing new creations with great freedom of expression.

Mr Manning, [Vice President of Reynolds Metals Company who presented the check to Mr Tschumi] allow me to thank you and your company for the royal gift you have given me today.

And may I express my great joy as the recipient of this sumptuous Award.

Permit me also to thank Reynolds in the name of all architects of the world for your firm's initiative and for this Award which I regard as the symbol of the excellent cooperation between all men who desire to assure progress in architecture.

As former President of the International Union of Architects, I am especially touched by this Reynolds Award because it reaches over national borders with the single goal of rewarding creative architecture.

I also wish to give my thanks to the distinguished jury of the AIA who have so honored my work.

My colleagues, by the weight of your authority and by the power of your Institute, you confer on this Reynolds Award all the distinction possible.

I thank you again, my colleagues, and wish you much success with your convention.

Unfortunately I must return to Switzerland almost immediately. Thus, despite my strong desire, I will not be able to take my check and visit Las Vegas, Nevada.

Thank you again. ◀

James W. Cawdrey

*Immediate Past-President
of The Associated General Contractors*

► My first wish is to congratulate The American Institute of Architects on the timely theme that they have selected for this convention—"Expanding Horizons." There is no doubt that the next decade will see tremendous changes in our cities and homes. As some sage recently said, "It is change that makes the world go round, not love. Love only populates the world." But it is the change—and probably love, too—that is going to necessitate expanding cooperation between the architects and the contractors, partners in the construction industry. It will take closer cooperation in this partnership if we are going to meet the demands of the people during the next decade for new buildings, highways and homes.

During the past two years, through the efforts of your president and the Joint AGC-AIA Committee, considerable progress has been made toward solving the mutual problems of the architect and the builder. But I do not intend to stand before you today and say all is well, everything is rosy. It is not. It would be foolish for us to stick our heads in the sand and refuse to face squarely the many real problems of our two organizations.

I would like to say at the outset, in spite of the many years of hard work of the National Joint Cooperative Committee, we from AGC have been deeply disappointed that many of the Committee's recommendations have been continually sidetracked by your organization.

I am speaking factually about the Committee's activities, because I am sure that many of you are not familiar with the past history. In spite of the excellent representations by the architects on this Joint Committee, and I venture to guess that it has been even better than AGC, it still requires the action of the two national associations to adopt the recommendations and put them into effect. In too many cases the recommendations have gone back to the National AGC and were adopted, but unfortunately they were not adopted by the AIA. And in some cases these recommendations did not even get on your agenda for action.

I believe that all of the subjects under discussion by this Committee are important to the contractors, the architects, and the whole construction industry. But it is more important to have the recommendations approved by the national organizations so that they can be put into practice on the local level. Only then will they be of value to you and me as individuals.

A year and a half ago at Camp Clearwater, Florida, at the request of the officers of the AGC your Executive Committee took immediate action on some of the long-standing recommendations of this cooperative committee and promised to act on the balance of the subjects as they come up. Under the leadership of your President this is now being done. This to us shows progress.

Now, I know that there are two sides to this problem, and the AIA has some legitimate complaints about the contractors. We are strengthening our own organization and are doing something about our members who are not fulfilling their obligations as the builder half of the construction team. As proof of what I am saying, a month ago in this very auditorium at their national convention, AGC adopted a resolution to overcome the problem of bid shopping and bid peddling. The resolution provides that in local areas where mechanical specialty contract organizations are cooperating in the single contract method for construction, the contractors would agree to name at the time of bidding, the mechanical specialty subcontractor to whom he intends to award the work. We believe this will gradually eliminate an unhealthy practice that has plagued our industry and also promote the single contract system of construction. This will help you in your job of administering construction projects.

Another phase of AGC activities that is important to you as architects is the Joint Industry Conference that was formed within the past year by employer groups and the eighteen International Building Trade Unions. This group has had numerous meetings. The purposes of the conference are to promote the contract method of construction and eliminate work stoppages that have been so costly to our industry.

A principal endeavor of this group is to create a labor-management appeal board. This board would act much like the United States Supreme Court. It would settle labor-management disputes but only after all efforts at the local bargaining level have failed. This national arbitration board, we believe, could settle many of these differences before costly work stoppages occur. The fact that all construction employer groups and all

union international presidents are sitting around the same table attempting to solve labor-management problems is of vital importance to you architects as partners in the construction industry.

Another area of mutual interest to our two groups is the subject of the Construction Specification Institute. The CSI is a rapidly growing organization. And because of its growth there is a problem—a problem which cannot be settled, as I said before, by putting our heads in the sand. The CSI has asked the contractors to meet on a joint basis, at the national level with them similar to AGC and AIA. There is no doubt that CSI may have a definite place in the construction industry provided they stay within the realm of technical specifications, keeping abreast of changing materials, changing costs, and ever-changing construction methods.

However, the contractors strongly feel that under no circumstance should CSI delve into the area of general and special conditions. That area has remained historically the realm of AIA and AGC.

The contractors are looking to the architects on this important matter for guidance and leadership. We believe it is your responsibility to provide that guidance. I hope that before you adjourn your convention that you, as a group, will express in general your feeling on this most important subject in view of the fact that I have accepted an invitation to speak at the CSI National Convention next week in Palo Alto.

I cannot leave you today without mentioning the way I personally feel about the job you as architects and we as builders have in the political field. It is our job to be concerned about politics. We are a permissive industry. Government is "letting" us operate, but, by the same token, government can legislate us out of business.

The contractors and the architects can provide better designed buildings and better built buildings, given a wide latitude in which to operate. But each year the Congress considers laws which can vitally restrict that latitude. It is our responsibility, our moral obligation, to keep lawmakers informed about the construction industry, the nation's largest industry. Our responsibility is not only to ourselves but more important, to the public who is buying the buildings you design and we build. If each of us takes off on a different tangent, we will be even more divided, but united, fighting for the common interest of the industry, we will be heard. We solicit your help and we stand ready to help you. ◀



1960

New Fellows



GEORGE EDWARD BEATTY
Brooklyn, New York
Public Service



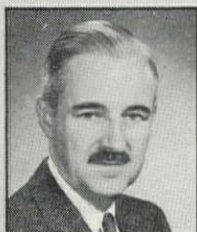
MARTIN LUTHER BECK
Princeton, New Jersey
Education



JOHN JOSEPH CAREY
Mobile, Alabama
Public Service



MARIO JOSEPH CIAMPI
San Francisco, California
Design



GILBERT HAROLD CODDINGTON
Columbus, Ohio
Design



NEIL JOSEPH CONVERY
Summit, New Jersey
Service to the Institute
and Public Service

OF

THE AMERICAN INSTITUTE OF ARCHITECTS



CHARLES FRANCIS DAVIS, JR
Birmingham, Alabama
Design



CHARLES H. DORNBUSCH
Chicago, Illinois
Design



LATHROP DOUGLASS
New York, New York
Design



ROBERT ALEXANDER EYERMAN
Wilkes-Barre, Pennsylvania
Public Service



O'NEIL FORD
San Antonio, Texas
Design



WAYNE SOLOMON HERTZKA
San Francisco, California
Service to the Institute



JOHN HUNTER, JR
Altoona, Pennsylvania
Design and Public Service





PAUL ROBINSON HUNTER
Los Angeles, California
Service to the Institute



PERRY BERTIL JOHANSON
Seattle, Washington
Service to the Institute
and Public Service



A. QUINCY JONES
Los Angeles, California
Design



KENNETH STONE KASSLER
Princeton, New Jersey
Science of Construction



BRADLEY PAIGE KIDDER
Santa Fe, New Mexico
Service to the Institute
and Public Service



VINCENT GEORGE KLING
Philadelphia, Pennsylvania
Design



LOUIS BANCEL LA FARGE
New York, New York
Design



GEOFFRY NOEL LAWFORD
New York, New York
Design



ROBERT MURRAY LITTLE
Miami, Florida
Design



ALLAN GORDON LORIMER
New York, New York
Science of Construction



HAROLD B. MC ELDOWNEY
Chicago, Illinois
Education



JOHN WISHART MC LEOD
Washington, D. C.
Design and Service
to the Institute



H. AUGUSTUS O'DELL
Detroit, Michigan
Service to the Institute
and Public Service



JOHN HAYES PRITCHARD
Tunica, Mississippi
Service to the Institute



JOSEPH P. RICHARDSON
Boston, Massachusetts
Design



LUTAH MARIA RIGGS
Santa Barbara, California
Design



BURTON ROMBERGER
Pasadena, California
Service to the Institute



CHESTER ORVILLE ROOT
San Jose, California
Public Service



ROBERT WATSON SCHMERTZ
Pittsburgh, Pennsylvania
Education and Public Service



WALTER SCHOLER
Lafayette, Indiana
Public Service



DANIEL SCHWARTZMAN
New York, New York
Design and Service
to the Institute



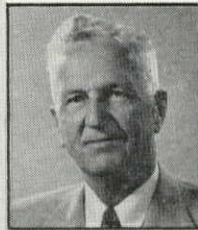
SOLIS SEIFERTH
New Orleans, Louisiana
Service to the Institute
and Public Service



JOHN WALTER SEVERINGHAUS
New York, New York
Design



CHLOETHIEL WOODARD SMITH
Washington, D. C.
Design and Service
to the Institute



HARVEY PARTRIDGE SMITH
San Antonio, Texas
Public Service



ROBERT FITCH SMITH
Miami, Florida
Public Service



HUGH ASHER STUBBINS, JR.
Cambridge, Massachusetts
Design



ROBERT LAW WEED
Miami, Florida
Design



DAVID REICHARD WILLIAMS
Dallas, Texas
Design



MINORU YAMASAKI
Detroit, Michigan
Design

Wednesday

April 20



Technological Horizons

Dr J. Robert Oppenheimer,
Director, Institute for Advanced Study,
Princeton, New Jersey

Panel Discussion

O'Neil Ford, FAIA, San Antonio, Texas
Burnham Kelly, AIA, Cambridge, Mass.
George Fred Keck, Chicago, Illinois

Sociedad de Arquitectos Mexicanos

Ramon Corona Martin,
President of the Commission
for International Affairs of the
Sociedad de Arquitectos Mexicanos

AIA

Convention

1960

Dr J. Robert Oppenheimer

on Technological Horizons

Our speaker this morning is one whom I hesitate to describe, one I don't have to describe—a person so well-known, so distinguished a figure in American life. He is a physicist and I believe one of the great minds of America, for his work imposes no limits on the soaring imagination. In fact it touches on almost every field of human interest and endeavor. It would probably be more appropriate to introduce the audience to our speaker. I think, therefore, Dr Oppenheimer, I shall take this opportunity to offer to you an audience of dedicated men and women whose responsibility it will be in the years ahead to reshape the physical environment of America. They are here to listen and to learn. I now give the audience to you, Dr Oppenheimer.

► Fellows and Members of The American Institute of Architects, it is clear that I come before you, and should, with a certain diffidence. Two evenings ago our son, who is quite a young man, was with us, looking at some of the new and quite beautiful buildings in the city, admiring them and enjoying them; as we walked away he said, "Dad, you will have a hard job; these people can think." It is in that spirit that I come before you. Clearly I am not going to speak about the problems of architecture, of which I know only partially, and only at second or third hand. Equally clearly, I am not going to try to summarize what I see as the problems in my own branch of science, or of physics. Rather, I shall talk about some of the things that I see in this age of ours, the scientific age, unparalleled in human history.

I know that this age has created new problems and quite new opportunities for the architect. But beyond that, in our whole culture, in our whole society, it has brought traits with which men have never lived in the past, for which our tradition is a guide of strictly limited value. It has brought lesions to our society. I speak to you in appreciation of the role which the architect has always and historically had, with which you live, of bringing to these lesions a helpful and healing and creative hand.

My theme is really as old as the hills, but in a new context. It is the theme of the one and the many in the second half of the twentieth century, or more modestly, what the many aspects of the scientific revolution and scientific age have contributed to this theme.

I will be particularly concerned with the growth of science — and perhaps here I may make a distinction, which I shall have in mind throughout, between two images of science which intertwine and reinforce each other but which are still not the same. Science has increased knowledge, understanding, insight into nature, and, increasingly, slowly into ourselves as a part of that nature — this on the one hand; and on the other is the power, the skill, the ingenuity to apply this knowledge to practical ends—which is technology, which leads to engineering, which is the side of science that is most visible in our world and which creates such obvious physical changes and provides the architect, as it does the engineer, with countless new problems, and with countless new answers to problems that have not yet been put.

Thus I talk of the growth of this double science, of its effects on our society, and specifically of the contrast between what we as men hold in common, know in common, treasure, believe and love in common, and the many things which in this world are in a sense separate—separate not necessarily to us individually, nor even to the family, but to communities which may be defined by geography, by special interest, by skill, by special knowledge. The contemporary composers would be a good example; so would the contemporary mathematicians, or the contemporary microbiologists. This is a quite new situation and I shall need to outline some of the things which make it so. Other civilizations, the Hindu, the Chinese, the Greek and Hellenistic and Roman, have endured for times longer than ours. Each civilization has had a high intellectual center, a great tradition; at least in the Greek civilization the idea of progress, progress in understanding, was ever-present, and in the Judeo-Christian origins of our civilization the idea of progress on earth was not absent either.

But no civilization has ever put together the three sources of ours. One is the Greek notion of proof, which makes for large logical structures, so that when you find that you are in error, you learn a great deal, and not just that somewhere in the loose line of reasoning something has gone wrong. No civilization has put this together with the experimental technique which also existed in Greece, the inquiring, gadgeteering technique, with the ideal of human betterment; the notion that we

could arrange things so that they would be a little more agreeable here on earth. This conjunction has produced an interlocking explosion of new knowledge, of new technology, of economic growth, each feeding back to the other, each enriching the other, but sustained by an ever-increasing, ever more rapidly increasing, expanding fund of insight into the natural world.

Of course, not all of this is good. To architects as responsible and as courageous as you in this audience I need not emphasize how many of the applications of knowledge have been thoughtlessly embarked on, how many of the new possibilities which the new knowledge has given ought in fact not to be exploited in their most obvious and immediate way, how many of the new applications of knowledge are indeed deeply frightening and devastating. These come along with the good.

Sometimes, when I think of our activity which flourishes more than it ever has, which is at its high point today and will be at a higher point in a decade from now, I remember a story known since childhood, of a man who was arriving to keep an engagement in a western town and found that one of the wheels of his car had come off just on the outskirts of town. He looked around, and saw that his trouble was that the bolts that held the wheel in place were missing; he started searching for them without success and talked to himself about his misfortune on this important day, then he heard a voice. The voice came from a second-story building inside the fence, which turned out to be an insane asylum. The voice said, "What's the matter?" And he told him what the trouble was, and kept on looking for the bolts, more and more desperately. Finally the voice said, "It isn't so bad; you've got three more wheels, each with lots of bolts. Take one off each, and you will be fixed," and the traveler looked up and said, "You're not crazy, not so crazy at all." The voice said, "Sure, I'm crazy, but I'm not stupid!" So we go.

I come before you with this story. It will be an outline. I hope that some parts of it may be picked up, amplified, applied and made practical and made reasonable by your panelists; I think the story is most highly relevant to one at least of the great functions of architecture.

It is true that architecture is necessarily and rightly continuous with the relevant parts of technology, with engineering, with the applied arts of the old days, the practical arts, with engineering today, and technology. But its dual and complex function stretches from this to many other functions. It is a part of its function to give expres-

sion and meaning to human aspiration and human life; to recognize and create order, and above all a kind of public order, an order which will not be limited to one special community but open to all who have converse with their buildings, their structures and their cities.

Three years ago I had the privilege of being a member of a somewhat exotic committee, an architectural jury in this city; I remember that all of us, in deliberating about the highest award, gave great weight to the difficulty in today's world of designing public structures which were proper for their function, and really beautiful and meaningful; the award in fact went to a public structure. This is harder to design than a house for a single family, in a forest, all by itself.

Something of these antinomies I know from extremely modest experiences, so modest that I hesitate to mention them, having to do with the archi-



Dr. J. Robert Oppenheimer, Director, Institute for Advanced Studies, Princeton, speaking at the convention

tectural needs for the Institute for Advanced Study in Princeton. This is a small place devoted to hard and highbrow study. I would say that if it is to be characterized by anything, it is to be characterized by the fact that people work much harder there than in most other places.

We have about 150 visitors each year who do post-doctoral work, between the ages of twenty-one and seventy and up; we have about twenty-five to thirty people who have their permanent headquarters there. We work in pure mathematics, which was the first and still perhaps the largest

school; we work in many parts of the history of the west, west of the Euphrates, more or less; the history of art, of science, of culture, political history, of law, religion. We work in theoretical science, mostly physics and astrophysics where theory is most completely developed; we do other things occasionally and less systematically. We are very informal in the sense that we try to pick people who know best what to do and then provide them with a free opportunity to do it, and what help they need.

A few years back, at the University, a youngster picked for his master's problem the design of an Institute for Advanced Study. He submitted to the panel two designs. They were both rather modest, and not, I think, immediately ready for adoption; the two were quite different. One showed a series of small harmoniously related but disparate buildings of different size and shape. We have a square mile of land, and the buildings were laid out on a large field connected by tenuous arcades, representing the centers in which the different disciplines would live and work. I rather liked that. It is very different from what in fact we have. The other design was architectonic. It was clearly meant to suggest a place of worship. It was a large single building, reaching skyward, suggesting unity, suggesting the coherence of these different efforts as parts of a single effort. The point was that when you opened the doors and looked at the ground plan, the unity completely evaporated; all the clutter which had been in the earlier design and had been architecturally recognized in a frank way, here became concealed and hidden in a shell which had no relation to what was inside.

The second example had to do with this: We have visitors who come from all parts of the world — Europe and Japan and India; and it is for us a cultural and practical necessity to have a place for them to live. A few years back, Marcel Breuer designed these houses. We have plenty of land available; we could spread them out, taking advantage of trees and meadows and the shape of the land; but we had from the beginning some antinomic requirements: The requirement that this should be a community. We hoped that people would talk to each other, whether or not they were in the same profession, whether or not they could talk shop; we hoped that their children would get to know each other, whether they came from France or Japan or the United States. We hoped that the design of the houses would lend itself to the idea of neighborliness and community. At the same time we knew that every family would want an almost total privacy and an almost total indi-

viduality. We also knew that these houses would, unless we went to fantastic and ugly extremes, be in a sense uniform. They would differ in the number of rooms; they would differ a little in the colors; but essentially all of them would be the same; and yet we wanted them to look very different once they were lived in. And I think that by a combination of loose courtyard structure with very great precautions about privacy, about being able to withdraw from the courtyard, having one's own private space, and by a kind of flexibility of internal design, these features are to some extent reconciled.

And the third example does not yet exist. We have to build a building to which we give the code name of a library. It is not in any sense a library. It is a place for the storage of books, and the consultation of those books that cannot be removed—very rare books or current journals. And here my own hope that we would have a decent design has emerged only when it was clear to me that we were dealing with activities which in their use of books are wholly disparate. The mathematicians and physicists consult mainly contemporary journals, and a few reference works. They want in and out, to see what is there, to keep up with what is going on. They want to know whether a proof given in mathematics a few years back is or is not more inclusive than one that has just shown up. The historians, who deal largely with the classics and the Middle Ages, want to be able to study in great detail what the texts say, to compare them, to live with them. They want the oldest book rather than the newest. They want to live with the books rather than to check on them, and to be refreshed by them. They need a very different kind of bibliographical apparatus. As long as we tried putting these two disparate activities in one structure, however flexibly, I never could have any hope. I believe now they will be in architecturally related structures; but here again a frank recognition of diversity seems to be the beginning of some kind of sense.

What do these trivial things have to do with the scientific revolution, what does science have to do with it?

I would like to talk briefly about some traits of this scientific age which distinguished it from other ages. Most of these are vaguely known to us, but not all, I think, fully appreciated. I will do it quite briefly, partly to make space for the rest of the program, partly because most of these things have been dealt with in considerable detail on other occasions, one at a time, and partly

because I think if there is interest in any of them we may pick it up in the discussions which will follow.

As I have said, this is a unique time. If I were to try to guess what characterized the take-off of this modern age, compared to all other civilizations, I would not pick anything high-falutin. I would pick almost a mechanical point, one that is important, and will recur in everything that we have to say. It is that early in modern times special attention was given to the integrity, the efficacy, the speed and the unambiguity of communication. The foundation of the Royal Society, and the imitative but important foundation of the American Philosophical Society in Philadelphia, are only instances of men recognizing that for progress in new knowledge in this world they must be able to talk with one another quickly about what they are doing, to describe what they are doing, to have it checked, to have it brought in connection with the work of others, to establish not only individual enterprise of whatever brilliance, but a collective common tradition. This created and fostered the mutual enrichment of the two great ways, the way of learning more and more about nature, and the way of applying this knowledge to invention. It is not really possible to imagine that the science of today could have come into existence without the technology which was built on the science of yesterday, even without the great economy which has grown upon it. This I shall not discuss in any great length. Very good things have been written quite recently by economists on the nature of economic growth, and what one may forecast for those parts of the world where growth is only beginning, and for those where it has not yet begun. I think that you are more aware of its true nature than your speaker could possibly be.

Turning to what we know about the world, to science itself, one of the most surprising and terrifying characteristics is its growth itself. For the last two hundred years scientific activity, measured in any one of the natural quantitative ways—by the number of people engaged, by the volume of publication, or by more substantive criteria, has doubled essentially every ten years.

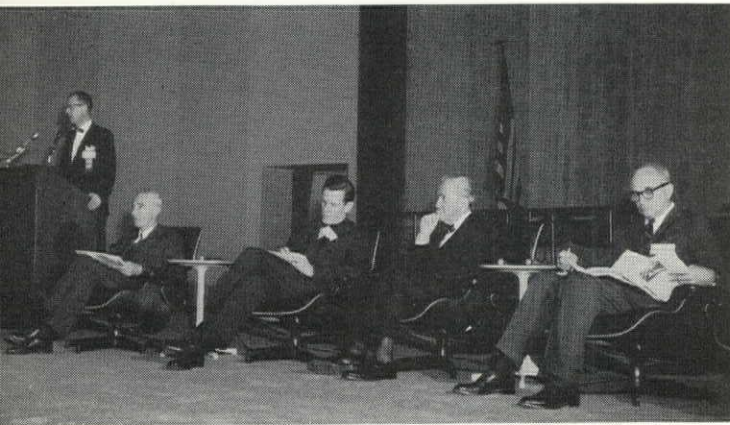
This means that the situation in sciences as a whole is far more sharp than what Dr Tyler referred to yesterday when he said that we knew twice as much about human behavior than we did twenty years ago. That is slow-poke stuff compared to science as a whole, where we know four times as much as twenty years ago. It is not unlikely that in some sciences, notably those hav-

ing to do with molecular biology, the last five years have produced more insight into the nature of life than all human history before. There is a vivid phrase of Purcell's, made some years ago and slightly out of date, that more than ninety per cent of all scientists are still living. Today it would probably be ninety-three per cent.

This sense of unprecedented growth of what is known is the most vivid experience of those who take part of this life, however modestly. The world is now largely united in one communications network. Travel to all parts of the world has made our problem, not that of one hundred million people, but of two-and-a-half billion, the whole structure of our communities, our industry, our work days, our leisure is altered. But beyond this the very substance of our cognitive world is being changed many times over in a man's life; if a man learned well and luckily in school in some field most of what there then was to know, twenty years later, if he stopped learning, he would be an ignoramus.

It means also—and this has found its place in all that I have said about the Institute for Advanced Study—that mature men today have to lead a life of continuing intellectual vigor and remain students, if they are in any way to know what is going on in their specialized fields. But between the different disciplines full mutual knowledge is essentially impossible.

The development of science starts, of course, with common sense and ordinary human curiosity; with the ingenuity to ask a few questions of nature, the imagination to guess how it might be, and to prove it just is not that way, and finally to see how it is. All of this starts very close to the general human predicament. Before long, enough has been learned so that a special tradition is developed, apart from the general tradition which we all have in common, from the culture which we all share, a tradition which is simply the record of having learned—learned about nature, learned how to do things, learned what can and cannot be true, the latter always being a very treacherous thing to learn. Learning how to get on. And these traditions are for the separate sciences, finally rather separate, branching from one another, using different techniques, different concepts, different words, so that it is a matter of serious educational and conversational difficulty for people in fields that are not the same to tell each other what they have discovered, to explain the new things in a serious, wholly honest way. This ramification, this specialization is often deplored; it has its deplorable side, and it needs



Panel on "Technological Horizons." Left to right: President-Elect Phil Will, Dr Oppenheimer, Burnham Kelly, George Keck and O'Neil Ford

every kind of corrective; yet, it is the essential cutting edge of our society that our traditions are specialized, that what the physicist knows, or the astronomer, or the biologist, is so much more than he can count on finding in anyone else, that he has a special power to discover new truth, and, if desired, to apply it. This is what gives power to the sciences, just this traditional quality. For tradition today is not only the maintenance of our roots, it is the very instrument by which we render them obsolete. It is the basis on which discovery is made, and thus the basis of all the upsetting of tradition, good and bad, which the sciences have brought.

This of course means that there are between the sciences, between sciences and the fine arts, between all of these and the general public, enormous synapses of communication. There is much unity in this diversity of the sciences, as there is also some unity and some analogy between the sciences and the arts. Perhaps the strongest unity is that all creative work provides, all creative men recognize, a kind of analogy in the human aspects of the creative process, in the terror, in the discipline, and in the essential loneliness.

With the sciences there are also of course other elements of unity, a total absence of contradiction from the most minute particles of matter we are just beginning, hardly beginning, to identify and understand, to the remotest regions of space, so far away that it takes light billions of years to reach us from there; from the dead, inert matter of physics to the living matter of plants and animals and men; from the uninformed behavior of disorganized matter, to the most subtle, coded information bearing behavior of living, and even conscious, creatures.

This unity, this absence of contradiction is very real. But it is not the kind of unity that has any hierarchical monistic traits. Nothing essential to one science can be derived from a knowledge of another science, although the sciences help each other. Occasionally, in a brilliant flash, two ways of describing something, one developed by the physicists, for instance, and one by the chemists, will turn out to be of the same nature, and to tell the same story. It is a manifold diversity connected in a kind of tolerant, multiple connectedness, a connectedness much of which is not realized, but which is potentially there.

And, of course, there is for the life of the scientist, as even more for the life of the artist, this essential feature of creativity; that although nature tells us what is not true, it does not tell us what questions to ask, it does not tell us what ideas to use, it does not tell us what experiments to devise, it does not tell us where to look or how to look for the truth. We find the same element of choice that a painter or a musician finds. The search for truth is an action, involving choice; it is therefore also very partial. On the basis of our tradition, our taste, our sense of human destiny, our style, we deal with nature in a way which tells us very much about what there is to know; yet inevitably in the nature of things, as is illustrated in the very content of the sciences, our search for knowledge always denies us knowledge, our search for knowledge is always partial; the world of knowledge is always in an obvious way open, and the quest for knowledge in an equally obvious way infinite.

It has lead us to think that the objective character of what we learn in science lies not so much in ontological or metaphysical characteristics, but rather in the way we can talk about it, with an almost total lack of ambiguity between us, so that we can check up on each other, can do what another did, can find what another found, and decide whether it is right or wrong.

This is an important point, because there are many parts of human life in which such criteria of objectivity are much harder to apply, yet without which we can not really live as men.

Now if it is true that between the sciences and among us communication is difficult, limited, if it is true that with us re-education is a continuous process or we stop being educated at all, it is clear that the problem of the relation of this vast accumulating and interesting and beautiful knowledge with the people who are other sorts of people—lawyers, farmers, people at large, political leaders, the sources of power of whom you heard

yesterday—will be very much more difficult indeed. There is indeed a kind of alienation between the world of high intellectual achievement, so largely limited to the sciences in their broad sense, in their all-inclusive sense, and the public world, the public sector of our lives, the common discourse in which all men live. For this reason we have noticed in this century that the greatest discoveries in science have, for the most part, hardly been understood and hardly seemed relevant to the general thinking of men. In physics in this century we think we have found things which shatter our image of human knowledge as profoundly as any discovery ever made, but very few people know about it; our attempts to make this part of the common discourse have not on the whole been successful. The “thinking caps” of men change; but today the contribution of the high intellectual enterprise of discovery to this change is not very robust, not very honest; it barely exists.

What all of this leads me to is that for a number of reasons, some of which seem to me the direct result of the scientific age and some the indirect result, that part of our life which we have in common, which is public, has suffered from the very growth of the sciences which characterize our time. I have here an image of public life which does not refer exclusively or primarily to things like parks and natural forests and schools; these are a large part of the physical counterpart of what I have in mind. I have in mind the common culture, where we talk to each other, not just about the facts of nature which we can test and verify and disprove and find wrong and correct and refine, but about the nature of the human predicament, about the nature of man, about law, about the good and the bad, about morality, about political virtue, about politics in the Aristotelian sense, about the high forms of art, the seat of civilization in the sense in which man knew it, let us say, in Athens, or in Elizabethan England; that which we could take for granted in each other, that of which we could speak, not necessarily or typically in words, in terms meaningful to all, in terms relevant to all.

For this public sector and for this common discourse in which the arts have characteristically lived, and which they have made possible and have enriched, for this there are many pre-conditions. One is a common basis of knowledge. What has happened to that, I think I have indicated. One thing is a shared tradition, a certain slowness of change, so that the past is meaningfully present in the present and meaningfully relevant to

the future. And one is something which the sciences have tended to drive out, which is the possibility of rational public converse about things which in their nature are not verifiable. To say that something is beautiful is not verifiable. To say that some people will say that it is beautiful is, of course, verifiable. There is a great difference here, because the first statement organizes and enriches our lives, and the second merely informs them. Much of what we talk to one another about is not to communicate facts of nature or facts of history, but to commit ourselves, to bind ourselves, to exhort, to encourage, to approve or to recoil.

The vast change in scene, the size and scale of our world, the impoverishment of the common tradition at the expense of the specialized traditions, have all weakened this common sector of our lives. That this would be deeply felt by a profession which spans the great arch from the techniques and the sciences to the arts and the meanings and the hopes of man, seems to me beyond doubt, even if the evidences were not everywhere so manifest.



James Gambaro

L. Bancel LaFarge, newly-elected Fellow, chats with Journal editor Joseph Watterson and Mrs Watterson at the President's Reception

I have a few thoughts. They are not about how to reverse this trend. We are unable to become like Athens—as we are reluctant. The scientific age has been responsive to human needs, wants, hopes; it has in this country gone far toward abolishing poverty. It has made impossible some of the dreadful superstitions and horrors which mankind has lived with throughout the ages. It has provided, even if one cannot say for whom, a kind of virtual, if not actual, enlightenment, as the founders of our country hoped it would, and

the French before them. It has done too many good things for us ever to stuff it back in the box. We cannot become a small society, and we cannot regress—except through disasters no man can wish for his brothers and children.

Living with this I think we may accept the fact that our culture is not likely to have the architectonic quality that the Europe of the Middle Ages, or even the Athens of the fifth century had. It is not likely to be as united, as monistic, and as open all to all. It is sure to be pluralistic, it is sure to have parts which are not subsumed by any other parts, or any but an immanent whole. The image I have—it may not be helpful—is one which also William James found fifty years ago; that of a structure in which the intimate, deep disciplines, the intimate, deep ways of life are bound together by countless bonds, not all of them always active, but many of them virtually there, many of them created by friendship, by common purpose, by accidental communion of interest, by logical or emotional congruence and analogy, by affection, by love. This world is not an incoherent one; but its unity is not of the kind to which the study of history would accustom us.

For this new society, and the problems it has created in attaining a common understanding, a common world, a human community, this new society may also begin to provide some hitherto unavailable means of actually advancing toward their achievement. If it is true that technology rests on science, and the economy on technology—if it is true that the economy is beginning to make us an affluent society and to promise us leisure, it is then also true that we have a chance for men at large, not everybody, but anybody, for many, many people to accept as one of the glories of life, one of the things for which life is made, a continuing unremitting lifelong intellectual vigor, a participation in the life of the mind which the best of us knew in the best time of our student years, which professional people never wholly lose, but which has in the past for practical, economic and even spiritual reasons been thought to be irrelevant to the life of men at large. I think we may come to see education not as a way of preparing people to take off and live, but as a way of preparing people to live and love and know and continue to learn throughout their lives.

One is thus called on to have a rather subtle and difficult attitude which combines two different disparate traits. On the one hand is an unqualified patriotism and loyalty and love of those things in which one is really engaged, those communities of which one is a member, those parts

of life which are one's own; not perhaps even as broad as architecture, but the architecture of certain styles and certain functions, not perhaps as broad as physics, certainly not as broad as science, but the physics that I know and live in and work with. To this loyalty and love, and the protection of the intimate quality of life, we must then add a sense of how ignorant we are of almost all of the other houses of science, the other houses in which men live, the other talents, with great affection, with great openness with regard to learning all that our strength lets us learn. Thus we enforce these bonds between the essentially disparate yet not unrelated parts of human life.

None of this can be done without the arts. Apart from keeping their own virtues strong, even when there is a limited and specialized audience as the only audience, they have had throughout the ages, and will always have as part of their aim, to enable us to see, to see precisely together and in common, elements of harmony and order in the world while we treasure, and do no violence to, the specific nature and the individual qualities of the elements that compose our society, our culture and our life. These elements in themselves—the developments of physics, the developments of painting, in a more qualified way the developments of architecture—are responsive to the inner logic and inner nature of these fields of human effort. But they are bound in some larger relations and harmonies and contrasts. They are not entirely free and they are not entirely bound, as indeed is man himself, in the great humane vision of his nature.

I say this with the utmost diffidence. It seems to me that the greatest hope I can express for your profession is that you will find it possible, that you will be allowed in your work of design and creation to look with very wide angle lenses at the site in which you are working. Ideally, perhaps, it should be the city itself, the megalopolis or the province; perhaps, not necessarily ideally only, perhaps in reality, at the very least an area physically large enough to encompass what naturally meets the eye, what one sees in one vision. I think that this may promise the possibility of doing justice to the unique and intimate in the structures you design; that which makes them unlike any other, that which makes them works of art fit for their purpose, at the same time that it bears a physical mark of the actual multiple relatedness of human institutions and of human lives, and that in recognizing this relatedness one will not lose but enhance the beauty of their inward, inner quality. ◀

► It is interesting to note that the architects have invited four scholars in disciplines other than their own to this meeting to talk to us. It gives us a chance to glance over their shoulders and observe how they are meeting the complicated problems of our generation, and gives us some of their findings. If we learn that their problems are ours, as we probably will, it is only that we are all a part of the human tradition, and are grappling with different aspects of what is essentially the same problem, our common heritage and destiny.

For purposes of simplification, let me state that we are living today on a curve of geometrical progression, and we are now at a point on that curve where the numbers are large. Every time they are doubled or squared we are startled. We have given this condition a name—we call it an explosion. I heard Professor Burnham Kelly quoted the other day by Carl Koch as saying that in the next thirty years we will build as much as we ever had; and Dr Oppenheimer has just said that we are now doubling scientific knowledge every ten years, and he quotes Professor Purcell of Harvard as saying that 90% of all scientists are alive. And Professor Phil Hauser of Chicago also startles us periodically with his population forecasts. But it is for the scientist who has the great imagination—the squaring of the speed of light! But under such conditions nature produced Univacs to deal with the problems.

Since we have been given to understand that complete change can come within the scope of one lifetime, we are confronted seriously then with planned adolescence. It is here, except in one category as we architects know it, and that is that we must change to the planning of it as something that is good. The one-hoss shay can collapse when its life span is up, say when the final mortgage payment is made. But while it is with us it must be not a half-hearted design and plan, but a staggeringly beautiful one-hoss shay, one which we can truly be proud to have and to use, just as nature's ephemera, immensely complicated little organisms, are built to exist just for one day!

One point talked about in science—"Are the things that are discovered *there* or are they improvised or invented?"—would of course be of interest to us. The same question might be asked of new architectural forms. And the answer is, of course, that they are there or they could not be discovered if science obtains equally with ar-

Panel

on Technological Horizons

chitectural design. And it is reasonable to make the assumption that there are as many variations in the one as the other, and that you do not necessarily have to know, for one approach, much of what another is doing, and that the two need not be related at all. It is conceivable that scientific analysis here is approaching and analyzing what architects call the creative spirit; which once analyzed, or partially analyzed, can be dealt with accurately as a phenomenon, rather than in the vague terms we have been accustomed to use.

The implications of great changes in our culture have, of course, expressed themselves in our architectural forms. Many have been empirical and instinctive. As we have seen, this might become more positive. And in our architectural schools the end products have changed, if the curriculum has not—that is, not too much. There is, of course, much discussion about these points among educators and scholars, even as in the other disciplines. And there is much fumbling. Such changes may overwhelm a mature man like myself, but the younger man, born into such a structure, probably can meet them with more confidence.

We have been hearing about the repercussions upon our cultures of the unprecedented and ever-accelerating growth of science, and have had warnings of its imbalance with our other activities. If we examine this imbalance, one of the things we are apt to find is a wanting in the field of the arts. In implied ordered growth we, as proponents of a great art, architecture, have, with the sister arts, fallen behind. So we must bend all our efforts to correct this imbalance. In spite of the complicated nature of present-day science, it has nevertheless stimulated the imagination of this generation to a point that it is attracting our best and talented men. Here is obvi-

ously the great challenge and opportunity for us—to bring the arts into a complementary position.

If this fact could be accomplished, if an active interest and vital stimulation in all of the arts could be brought about, the traditions by which men live might again flourish. This is not an easy task.

True, science has a great potential for destruction. It also has a great potential for construction. In the past, other great developments have been first used for causes of destruction and then turned to better human uses. Man is, and probably will continue to be, the world's greatest predator. It is amazing what the physical world



can take from him—this destruction will increase as his numbers do, and his capacity increases with machines. So technologically, we must prepare for Mr Kelly's prediction, building on an unprecedented scale, all of which has already begun; we must double building skills and knowledge every ten years; it is probably true, too, that 90% of all architects are alive, and Professor Hauser comforts us with population increase to fill the needs. Our greatest need will be the discovery of design and construction methods that will economize on the limited materials available for an ever-increasing demand.

Architecture, then, part science, part art, is torn in many directions. These two matters alone make it a complicated business. The end result of architecture should have practical meaning and use, and should at the same time be beautiful.

And it often requires, as Dean Hudnut has pointed out when he calls architecture a democratic art, opinions and decisions of many people.

Perhaps architecture can become the catalyst that will bend the seeming irreconcilable elements and imbalance and help precipitate a homogeneous new balance that society so sorely needs.

I think then that we bend our common efforts to deal with the task of bringing architecture to the level science has achieved; to bring it to a plane that will stagger the imagination, fill us with awe and wonderment, to reach a level of beauty for men to live by and to strive for, to occupy our leisure and time, to round out our lives, and to fill our hearts and our intellects.

The arts and the sciences in the fifteenth and sixteenth century of the Renaissance were able to achieve this goal. It was the welding of these that formed the great tradition which inspired the world for hundreds of years. To achieve this balance today is the task of the artist. This then is our heavy, difficult and noble responsibility. ◀

BURNHAM KELLY :

► Dr Oppenheimer has brought home to us the mounting problems facing the architect as he struggles to maintain his bridge across the widening gap between the familiar values of art and tradition and the exploding new universe of discovery. He offers by his whole character, a sense of the desire among the discoverers to devise effective communications channels along which support may be sent back to those who are bringing up the traditions.

Let the architect beware, however. The discoverers will not do his work. They cannot be expected to have either the patience or the inclination to backtrack to an idle fancier, answer all his questions, gently point out the questions he should have asked, and then answer these too. Furthermore, of the typical problems faced by a designer, many contain too many variables to offer much yield for an economically-justified effort of science, and many more call for value judgments and policy agreements that are not the subject of discovery at all. As the legal writers like to point out, it does not much matter whether we drive on the right or the left side of the street, but it matters very greatly that the point be decided. Furthermore, the discoverers are rarely normative; they rarely say this is how it should be, but the design professions can never escape this heady responsibility.

In the early days of modern architecture, architects dreamed of a world of functional exactitude, in which a unique design would emerge as the logical solution to a set of specific conditions. Scorning answers from eclectic tradition, the designers hoped still to be given clear directions by the rational discoverers. This day is long past, however, and we have learned to accept the disconcerting freedom that goes with a world of functional flexibility, where the methods of art may be used not only to approach an understanding of truth, but also to exaggerate it in order to place it clearly and firmly in our culture and our times.

But this task is growing ever more complex, and you may want to hear from time to time a view from the gentle heights of the ivory tower regarding some of the topographical features of the terrain ahead of us. I would like to confine my attention this morning to just three matters of urgent concern:

First, the emergence of the clinical approach to architecture. As is true in the other practice professions of medicine and law, the universe of discovery may be reduced to manageable proportions by the cooperative efforts of a group of specialists who have learned to communicate together over a range of problems far beyond the understanding of any one of them. But this must go beyond the retaining of expert advisers, or even the building of expert services right into the professional office. The clinic is characterized by the attempt to develop a full and equal creative responsibility over an entire problem spectrum, and by the constant feedback from experience to broadened inquiry. It learns to identify the key questions and to phrase them in language convenient to the discoverers, and so to advance the frontiers of performance. This is not a matter of size so much as attitude, and I confidently predict the growth and success of very much broadened group practices in architecture.

Second, the rapid enlargement of project scale. The doubling of our physical structure is coming not only in a very few years, but also in very large chunks. The trial and error mentality, the Edisonian experimental approach, is less than ideally suited to a day when large urban districts are demolished and rebuilt in one fell swoop, and communities of thousands spring up along the interstate highways in a single intensive development effort. Clients for these jobs are tough, able, and fast-moving; many of them are institutional, and most have a strong flavor of mixed enterprise, with the governmental representatives of the pub-

lic interest heavily armored to direct negotiations with its architectural representatives. It seems clear to me that procedures of design and tools of regulation are undergoing radical changes, in fact, long before a rational basis has been worked out for protecting the long-range public interest. We must live a long time with the projects that are designed so quickly, and small errors may become tragedies when magnified to the current operating scale. Yet important decisions are typically made before the creative designers arrive on the scene, and public pressures will rarely permit, at that time, a reconsideration of fundamental assumptions.



Architects have no choice but to get into the business of exploring and challenging fundamental assumptions at the level and at the time they are made. The full range of alternatives cannot otherwise be explored. This seems clear enough if we mention that old devil, the highway program. It is equally true of every other aspect of our growth. The discoverers will offer us new insight, new tools, and new allies here, for many of them see the urban crisis for what it is — a menacing challenge to our civilization. Indeed, the best of them are ahead of us in giving definition and dimension to the problem and sounding the alarm.

Third, and this you would expect from me, the rapid vertical integration in building production. I need not dwell again on the production and distribution characteristics of the new materials and methods, on the entrance into the field of

large producers, and on the new industrial frontier that will lie open when resources have been combined to bring reason out of the forest of localized restrictions and practices that are our inheritance from the days of craftsmanship. I dwell rather on the simple fact that new methods realize their full potentials only when they are considered from the start as a basic element of design, and on the perfectly obvious corollary that a sharp concern for the final design must be carried back up the production line into the hands of industrial management. There is no time to comment on the adaptations of the profession of architecture and its ethics that may be required to meet these conditions. I can only suggest that the levels of responsibility and integrity can be fully as high in these adaptations as in the traditional forms of the profession.

But I would like to emphasize one essential point. The integrated industrial operation is in the building field to stay, and it will be giving shape to a large part of our physical environment.

No one in this room is happy about what American industry has made of the motor car. Perhaps we can escape full blame for that. Certainly we seek to distinguish ourselves from it by buying and praising foreign designs.

But we can't duck when it comes to our urban physical environment. Or, perhaps we can, and twenty years from now we can joke over our martinis about the monstrosities from the midwest, and brag about the well-designed building elements we buy in Europe. Is that where we're heading? Will we import sensitivity, freshness, and creativity as a kind of cultural concentrate to give flavor to our bland, risk-free perceptual diet? Or will we find a way to work with the discoverers to bring new fields for architecture? ◀

O'NEIL FORD:

▶ Everyone has been so nice and so circumspect and the phraseology has been so lovely here in all of these speeches. I have never seen architects talk with each other in such courteous ways and such lovely manners. Quite uncommon to you who are architects—I tell you that. You are putting on a good show. It has been marvelous.

May we compliment the people who arranged this series of lectures because all of us on the panel have thought that this is about the nicest thing and may very well have something to do with keeping this atmosphere of dignity. These are good things, done beautifully and the people

you have to speak are most outstanding. When I hear a lecture such as we heard from Dr Oppenheimer and I see the ovation at the end. I know he is a beloved man. It makes all of us feel good that we are devoted to the ideals, to the things that he has done, to the history of his trials and tribulations; it makes us feel good about the intent and the attitude of architects to such men as he.

Now, I don't remember anything he said. It is something like a good symphony. If it is done well you don't remember the phrases you may not know, and in this case I do not know enough to separate the phraseology in a great piece of music. I don't know enough to take his lecture and cut it apart. But I remember one important thing he said which fits precisely with what little I have to say. He said this great period of scientific growth has created new problems.

So I choose not to go along with all of the niceties and I choose, rather, to try to be a little difficult. My partner, Sam Zisman, had a great old father who in Boston would come to every meeting, whatever it was. He would come there and usually participate in a violent manner, take some side or other side. One day he sat in the back and he didn't say anything. Not a word. So all the elders were quite disturbed that Mr Zisman had nothing to contribute, nothing to hate, nothing to praise. Finally they said: "Mr Zisman, aren't we going to hear something from you?"

"Not just yet," he replied. "You will later, yes. And when I speak I shall be bitter."

In 1953 the President of the United States made a brilliant and one of the better speeches of his career. He said we should depart from this idea that atomic energy and all its developments and processes will be devoted entirely to the destruction of other people. We shall soon see—and I am not quoting but this is the essence of it—great nuclear plants devised and designed so that life will become a much simpler, better thing for all of the free peoples of the earth. And so, since then nobody in America has built a nuclear powered plant of any consequence at all.

This is the point. There have been three built in England, I believe; adequate ones, not just pilot plants, and I believe three more are under construction now big enough to do a job. What would happen if America had done what someone said it was to do? How would we face this revolution in the world, this revolution that is so far-reaching and such an upheaval that we can think of nothing like it at all, nor have we read

of any revolution of such breadth and consequence. This is a time when America, with the precepts and the concepts that founded it, should be able to put these things into the hearts and the hands of the struggling people of the world, perhaps in the form of nuclear steam plants, electrical steam plants, because they need them and because they cannot buy oil.

The fact that every speaker has said something will double in ten years, something will happen in thirty which has not happened in all of history before—the fact that a few European countries have been able to double production of fossil fuels, one kind or another, coal or oil does not mean they will be able to do it for very long.

As a matter of fact, all this building, all this production, all this snow-balling, this curve that goes up and up means however fast they produce from the bowels of the earth, they will be caught and caught short.

And what have we as Americans missed? The most marvelous opportunity.

Now, I am not surprised and I am not being critical of a certain political group either, because our government is made up of all kinds of people. But I feel today that we must fight to save those things which are beautiful in our land, to save our parks, to crush the impending disaster of concrete and engineering—when I fight for those I don't feel I have any representatives for sure to fight for what I believe.

I think that what Dr Bell said yesterday is quite true. Some people not only do not understand the precepts of the Constitution and the Bill of Rights but some of the powers in the world which are represented eliminate my being represented. I don't have much representation.

May I make an example of this? We have not done what we might have done with atomic energy, but we have been sold bills of goods. We feel we have been sold the atomic age in beautiful phrases over and over again by speaker after speaker. Now suppose that very soon somebody relents or somebody decides to wait for the leveling off process in economics—which was the official reason by the way, for the decision not to build nuclear steam plants—they will wait until things take their level and then we will see whether or not we need them. Dear me!

Well, Count Sforza didn't wait for DaVinci to paint. He said you live in my house and get busy and paint. Of course, everybody remembers Da Vinci and they remember Count Sforza. Count Esterhazy said to "Papa" Haydn you make music, make it now, you are almost a slave, almost a

servant in my household—and nobody remembers Esterhazy very well. Nobody would remember him at all if it had not been for "Papa" Haydn.

What president, what great man will arise, what group of great men, what representatives of the free and wonderful people that we are, will stand up to this ridiculous thing, to the misplacement and to the misappliance of the energies of America, both physical and human?

My children, for instance—and I will make this pertinent with the things I have said as I go along—can draw the most extraordinary diagrams of elemental systems of atomic fission, and they know the words. When I told them I was coming here to be on a panel with Dr Oppenheimer they said, "Look, do you know about this, do you know about this, and so forth and so forth?"



And they knew plenty. What are they? Twelve and nine. And so they went on talking and I was quite amazed and I said, "Look, where did you learn all of this?" And they said, "Oh, we learn it in school." They said, "We get this in the fourth grade. We get this right along." So I said, "This is astonishing." And as I packed to leave I was disillusioned by all of this. You see, we are going to beat Russia by teaching all of this in the fourth grade. We are going to give them much more homework too. We are going to give them calculus in the sixth and seventh grade. We're going

to beat Russia, don't worry, we'll put it on them. As I turned to leave the little boy said, "You know, I don't think he understood us." And the little girl said, "Neither do I. You know, I don't believe he ever saw an atom. I am sure he wouldn't know how to split one."

This is a father's position in the family—dreadfully sabotaged. But there are children who do know those things. I saw some of five and six when I baby-sat with some friends' children who worked an abacus so fast I couldn't follow it at all—little French children. I was astonished.



James Gambaro

Gathered informally are, left to right, George Edward Beatty, FAIA, Mr and Mrs Trevor W. Rogers and Mr and Mrs Harold R. Sleeper, FAIA

But, my children, when they are taken from home to school, look upon the ugliest city, one of the ugliest cities in the ugliest country of all the earth with the possible exception of eastern Canada and most of Australia. They look upon the dreadful sight where the huckster is given every opportunity, every freedom to make for us this ugliness, and they don't understand precisely nor do they have any level of judgment to understand what we mean when we say we are being gobbled, completely gobbled and consumed by the unstudied, unneeded, ill-considered building of these gargantuan, foolish concrete structures called expressways which have become long and smelly parking lots.

These little children have been taught lots of wonderful things but they cannot be sensitive to the things that I hate, which is the threat and destruction of the Commons in Boston. I hate the idea in my own town, San Antonio, Texas—some of you may have been there. We have a little more green than most other cities in Texas,

we have a little water running through the town, we have a sort of civilized zoo and a park. How, I don't know. Foresighted citizens fought and bled for this, a lot of do-good women, old biddies saved it.

Now what happens? After two hundred years of trying to save what is charming and delightful, a town with a European background, a distinctive town, a town where I have taken friends of mine so many times to their delight to find that it was a subtle thing, with subtle architecture, subtle blending of Mexican and German.

Now here come a group of men who care not, who care not for this and who care not for those who would restore the steeple of the Old North Church when it was torn down in a hurricane, who care not about the destruction of the wilderness because soon we will have no wilderness—soon it will all mix into a messy nothing where there is neither urban nor suburban nor country civilization and, dear me, if you come to Dallas and Fort Worth it is there. There is no edge of the land where the people farm, there is no edge at all to the city. It is not like Bath in England where the city ends and the country begins. You walk from one to the other. And you enjoy them.

I have talked very, very generally about the things that seem disastrous in America. I remember an artist in 1938 when Hitler first arose—I remember this artist and I wish I remembered his name, a rather famous name, who was on a radio program and they had a panel and they came up to him and said, "Sir, we should like to know very much if you had your choice what would you like to do? What most would you like to do?" So he said: "Well, I should like to be the Messiah with the courage and the means and the mind to destroy that thing which is about to destroy the world, that thing which is about to create hate and intolerance and thousands and thousands of deaths. If I just could somehow, maybe talk to those men, or maybe shoot them, or do something about this man Hitler, but since I cannot do that, would you permit me to play my piccolo on a coast-to-coast broadcast?" And he did!

Now, I shall end. I shall end and try to put a little of this together.

First, may we not feel indignation and hate for these tyrannical acts. Indignation for this callous destruction of our lovely land and our beauty is the first form of love—hate of these is love, hate of these is sympathy, hate of these is the daring to hope.

We have in San Antonio a City Manager, and I would dwell on this as an example. This City

Manager is a member of a group of city managers and it is a good form of government, I must assure you—although he is not elected in the strict sense by the people. But he goes from one city to another, from Toledo to San Antonio, which is a jump; from Hutchinson, Kansas, to San Antonio, Texas. He gets an increase in salary, he keeps in touch with his fellow associates, the other city managers. What happens? He makes a record. He goes to Cincinnati and gets \$6,000 more a year, and he is not a part of things. He is a part of engineering or technology perhaps, and he is something of a city planner but he is not like an architect, sympathetic to all of the town, sympathetic to the people of the town which have made it, to the cultural background. He is a technocrat and must be treated as such.

So, if we have failed somewhat in the application and the use of these marvelous things, these marvelous things that this man knows so well, so intimately, and of which he says the discoveries will accelerate at a great rate, if men with brains and with education still are looked upon as egg-heads, and if it becomes necessary in America—and I say this rather cautiously but with great respect for those who feel differently—if it becomes necessary in America that a man gather the courage to say we must take exception to this business of civil rights, somehow the real meaning of America is abdicated—is it not? I said if it become necessary that a man do this. And we are not attentive to those things Dr Bell said yesterday—very few people feel deeply about the Constitution and the Bill of Rights, and you would almost assume do not agree with their wonderful precepts.

I have talked a lot and round-about. I have tried to speak seriously about many things I do not know enough about. I will quote now a little something from one member who is present, a friend of mine I hope, Paul Thiry, from this good *Journal* of The American Institute of Architects which in the last several years has supported excellent discussion, documented in here, the writing so much better than what I have said this morning.

Paul says: "For the first time in the history of man we appear to be faced with the overwhelming urge to build everywhere and anywhere. This urge carries us far beyond recognition of existing values or correctness of what we propose to do. Because this urge is on an accelerating basis and relatively uncontrolled, it must be of concern to us. For as certainly as we cannot avoid building by building, what we do most inevitably has its

effects. If we denude the country, it will be denuded, and if we build in the wilderness we will not have a wilderness. As architects, we should know by now that all but the city dies with construction. We need open country and wilderness, both for our own use and for future generations. We are faced with the responsibility for the successful development of the community, the town and the city. It is here where architecture provides the setting and the facility for man's activities. It is here where we depend entirely on architecture for the protection of our environment." ◀



James Gambaro

Edmund R. Purves, FAIA, Executive Director of The American Institute of Architects, and Mrs Purves chat with Samuel Cooper, FAIA

DISCUSSION:

MR KELLY: I have been informed we have a total of just five minutes for discussion. I find it fairly hard to imagine what kind of a discussion we could have in any case, but perhaps five minutes is about the right time. So we had better start by asking members of the panel if they have remarks about other members of the panel they would like to make.

I will start with you, Dr Oppenheimer. Anything said by your commentators on which you would like the privilege to comment?

DR OPPENHEIMER: I find myself so thoroughly and wholly in sympathy with what Mr Ford said that I am a little doubtful about one point of difference, it's very minor. I think that what was wrong with the atoms for peace program was not that it was badly executed but that it was a piece of hucksterism to begin with.

When we first had a serious look at this very early in '46 we thought that by taking the whole



range of scientific developments that were related to atomic energy and building around them international cooperation and international institutions, we might escape from the otherwise hopeless undertaking of inspecting disarmament, and that I think was a good idea. But by 1953 that part of it had gone awry and what was left was simply not true. Atomic reactors are important but they will not save the destitute, they will not feed the hungry, they will make the rich richer and leave the poor poorer. This will be true for decades; it may not always be true. Having said that I would not want to take a word away or add a word to what Mr Ford said.

MR KELLY: Mr Keck, would you like to comment?

MR KECK: I think it would be better to have a question or two directed at Dr Oppenheimer.

MR KELLY: I am in wholehearted agreement. I sense a very close rapport between this audience and Dr Oppenheimer. I am going to step out of role of moderator for a moment and ask if there is anyone in the audience with a question to direct to Dr Oppenheimer?

QUESTION: I would like to ask Dr Oppenheimer to enlarge a bit on one remark he made. "Nature tells us what is not true—it does not direct us." I think essentially what he meant, and it is related to, I think, what Mr Kelly had to say about feed-back clinics and what Mr Ford had to say about the wilderness.

DR OPPENHEIMER: The question that was really clear was the question by Mr Kelly as to whether the question was clear and the answer is no.

I would take this as a small part of it: Einstein once said, thinking of his own work, that physical theory is a free creation, a free creation of the human mind, it is in no way dictated by the facts of nature. The ordinary description of these sciences that come so often in school books, and even in better books than school books, is that the laws of the sciences are just summaries of the facts of nature.

Of course, neither is true. There is an element of human freedom in deciding what to think about, what to experiment with, how to take off from the ordinary tradition of common sense, and there is an element of human freedom in the whole development of any science and its relation to others. But there is one thing you cannot do and that is to make propositions about nature, for when you try them out they turn out to be wrong. I mean you can do it and do it all the time, but the whole business of the sciences is to catch you in that promptly, effectively and if possible, constructively.

As for the feed-back, I thought Mr Kelly's point was primarily that one must not make all of the important decisions about an undertaking and then turn to people with imagination, skill, talent and knowledge and say "Do what you can"; that one had to think with the people who had these qualities from the very beginning and it may be of some comfort for him to remember that when the Prince is writing a love poem to Quentilla he says "God thought you completely through before He moved a hand."

MR KELLY: On this note I think we shall reluctantly declare this session closed. ◀



Address by

Ramon Corona Martin

*President of the Commission for International Affairs
of the Sociedad de Arquitectos Mexicanos*

► Fellow architects of the United States:

As President of the Commission for International Affairs of the Sociedad de Arquitectos Mexicanos, I bring you the warm greeting of your colleagues from South of the Border.

We came all the way from Mexico City to repay Mr John Noble Richards' visit to our country some two months ago. He certainly brought our professional institutions even more close than they were already.

We hope that in our turn our presence in this San Francisco convention will show you our good will toward the architects and the people of your friendly and magnificent country.

We bring you honorary memberships of our Society, that were granted to five of your most distinguished architects, not only as proof of appreciation to them individually, but also as a token of admiration for what you all are doing to contribute to a better architecture in America. These nominations we shall deliver later.

We also bring you three invitations which we ask you to record as part of the matters to be considered at this convention:

Our country is opened to you all to celebrate in the near future, both your conventions of The American Institute of Architects and of the Pacific Rim in Mexico City and Acapulco respectively. When I said that my country is opened to you, I mean that our own hearts are open to receive you, that our minds are ready to learn from you and to share with you our learning, and that we shall not fail in giving you the best of our efforts to make your conventions pleasant, creative and successful.

Arquitecto Guillermo Rossell who was with us yesterday, but had to leave for the Far East by flying westwards, brought you the third invitation, this time in the name of our own government. This invitation will be made to your government through the official diplomatic channels, but the President of the United States of Mexico, Licenciado Adolfo Lopez Mateos, in person, honored us by acknowledging to the architectural profession the importance it has for the collectivity, and he chose us, architects from the south, to bring our brothers in the north, his proposal even before further steps are taken in Washington, so that American and Mexican Architects have the privilege of giving it the necessary study and organization before the matter is brought up to others who are undoubtedly very important persons, but are not architects.

A detailed copy of this proposal will be distributed amongst the members of this audience for further study, and a better understanding, but in a few words I shall tell you what it is all about:

Defense, languages, races and selfishness have drawn boundary lines between nations, but ideals are the same, real friendship exists, such lines become almost imperceptible, actually architects are very poor draftsmen when it comes to drawing such lines.

We have a frontier of some four thousand kilometers separating our two countries. Our cities, whether yours or ours, along that line were planned as if people on one side did not know what was going on, on the other side. Funny to say, but people living on either side marry amongst

themselves, speak both our languages and often have the same business. Some of them sleep in one side and work in the other, consequently they live on both sides. Some ten million people cross the border each year, and motor cars drive across the borderline both ways, by hundreds of thousands, and yet, I am sorry to say, our border towns are far from looking like yours.

You have an airport on one side and we have another on the other side, not more than a mile away; you have roads that come to a dead-end and we have roads that run parallel to yours. You store water for us and we store water for you; and we even have electric, telephone and sewage lines that are independent from one another for no reason at all, except that we both thought we did not have anything to do with one another, and yet the same people use both facilities.

This of course was the result of the old times when the architect, if there was one, planned a dwelling all to himself, that bore no relation to his neighbor or the community. But our horizons have expanded, our architects no longer are the slaves of one owner who could pay to have his ideas carried out disrespectfully of others. The architect has grown into a city planner and as such has to consider the needs of each inhabitant, added to the ones of his neighbors and solve the problem for the benefit of both and everyone.

Man was free, born free and as such he has to have enough space not to feel as if he were in a jail. He has to feel that he is not confined by close horizons. His physical and moral self should have the space he needs to develop itself to grow as much as he was meant to grow when he was created. If we give him that, we make him justice. The justice of space.

This is exactly what our President is aiming for. He wants all Mexicans to have that justice of space, but in some cases, physical standards have held back the reaching of this goal. How can a man feel free if he has no playgrounds to amuse himself in, and grow healthy, if he has no sanitation facilities, no sunlight and no fresh air to breathe? His body and consequently his mind, will remain in slavery and will degenerate into vice. He will surrender to life instead of mastering it. He will hold back the progress of his country instead of helping it.

But President Lopez Mateos knows that there is a "happy breed of mind," as Shakespeare said, who can help him. These men are happy because they love their profession and because this profession can be the creative means of bringing happiness to others. These are "architects" and he has entrusted architects to accomplish the task.

An architect understands the people first and then puts himself to solve the problem. That is what we Mexican architects have set our minds to, and this is what we invite you to collaborate with us in doing.

The Mexican Government will finance this tremendous enterprise and recuperate the investment out of the benefits derived: More tourists visiting our country, thus made more charming raise in value the price of improved land which as now is nothing but waste land; more income derived from taxes on new industries which have not been as yet established because prosperity has not reached its peak, etc.; but beside financial profits a more important benefit will be obtained; the welfare and a just way of living of the inhabitants.

Some action has been started. Combined Mexican-American Commissions have been created to deal with the mutual study of boundaries, water control of hydraulic problems, of sewages, of highways, etc., even the distribution of workmen in the fields has been dealt with. But the coordination and integration of all this, the vision for all this and for the other things needed to complement this, is no other thing than planning. To plan ahead and carry out the plans is the work of the architect and the city planner. This is why President Adolfo Lopez Mateos has made us responsible for the job and has faith in us.

If you American architects do your part and we do ours, not as it was done in the past, separately and selfishly, but in complete harmony of thought and action and team work, if a joint commission is created, we will get far better results and prove to the world that architects are capable of setting the example of how two countries that God placed alongside, can live together, can work together, can create together, can be happy together.

We ask you therefore to consider our formal proposal as one of the items to be recorded amongst the resolutions of this convention, to give it the necessary study and if found acceptable to bring it forth to your Government for further approval and action. If this is done, you may be sure that your convention of San Francisco will be remembered as a milestone in the road to a better world, or to be more precise, to a better and united America.

At this time we would like to make our presentation of honorary memberships in the Mexican Society of Architects.

(Honorary membership in the Mexican Society of Architects was conferred upon Henry S. Churchhill, Leon Chatelain, Glenn Stanton, R. Max Brooks.) ◀

Thursday

April 21



EXPANDING HORIZONS

Political and Economic Horizons

Dr C. Northcote Parkinson,
Raffles Professor of History,
University of Malaya

Panel Discussion

Walter Netsch, Jr, AIA, Chicago, Illinois
Robert E. Alexander, FAIA, Los Angeles, Calif.
Maynard Lyndon, FAIA, Los Angeles, Calif.

AIA

Convention

1960

Dr C. Northcote Parkinson

on Political-Economic Horizons

Our speaker, Dr C. Northcote Parkinson, is well-known for his satirical works on political science which have recently been published and widely distributed throughout the United States and which have also become very popular because of their humorous treatment of the subject.

The subtle truth that permeates his works causes us to pause and reflect upon the good old days when we were not quite overtaken on all sides by this galloping bureaucracy in which both government and industry have been indulging. The idea for our speaker's famous "Law" came to him while serving as a Major in the British Army during World War II. This discovery prompted him to do research in further areas of administration in which he treated the productivity of boards and committees, councils and cabinets. His caustic formula designed to simplify the immediate for the important present is of particular interest to many, as well as the many examples he gives to illustrate that the architectural magnificence of a plant or building is in no way related to its actual financial health. His interests are quite varied as is his career which began with training as an artist, his very first profession. Subsequently he has been a museum assistant, a Fellow at Cambridge, and an instructor in Naval History, a schoolmaster, and has recently completed eight years as Professor of History at the University of Malaya. He is now lecturing in the United States at various universities. He is currently a Visiting Professor at the University of California.



► It is a great honor to be invited to address so distinguished a gathering on the political and economic horizons which confront and challenge the architect of today. The Committee which planned this convention began, I learn, with five members and ended, as I might have predicted, with forty. It may have been this circumstance which brought my name to mind as a possible speaker. That the officers of your Institute have since regretted their action in asking me here is certain. For they had hardly shown me a diagram of their organization before I began to criticise its unwieldy structure. Do you mean to tell me, I asked, that you have a Board of Directors with *eighteen* members? Don't you realise, I said, that the Coefficient of Inefficiency lies just beyond a membership of nineteen—so that you are on the very brink of disaster? They were very apologetic about it and assured me that the needed reforms were being planned. Whether they had really been planned I very much doubt, but they have been planned now and on very sensible lines. My own feeling (which your officers do not share) is that the Institute owes me something pretty generous—at the very least a penthouse near the summit of the reconstructed city of San Francisco. I shall hope to hear from them on this subject in the very near future.

In the meanwhile, those present seem fated to hear me talk about the horizons of the future; not, strictly speaking, an historian's field of study. I shall try, nevertheless, to hint at the future when

I can, remembering that our civilization is only one among the many that have risen, flourished, declined and fallen. Civilization is the art of living in cities. My opening remarks will outline the tale of two cities, first of the City of York, in England, in which I spent my boyhood and to which I was and am extremely loyal. York commands admiration for a number of reasons but is satisfactory chiefly for these: It has a focus around which it is grouped; it has clearly defined limits, being in fact still fortified, with country outside which once was wilderness; it has the essentials of civilized life — cathedral, theatre, concert hall, assembly rooms, art gallery, guildhall and library — all grouped within easy walking distance; it is a regional capital with its markets, law courts and racecourse, its annual festival and its country club; it has remained a place in which to live; and it retains its own tradition, character and balance. You will often hear it said that an old city, like York, owes its beauty to its age. This is nonsense. Cities owe little more to age than do human beings. They owe their beauty to the men who planned and built them, and who were sometimes more intelligent than their descendants — who sometimes lacked the money to replace what they could not appreciate. Some earlier residents of York would seem to have been very intelligent indeed.

Later in life I came to live for a time in Liverpool. Studying its history, I came to realise that its decline, as a place to live in, began in 1775 or thereabouts but was hastened by the rise of democratic local government in the 1830's. Here, as in so many other places, the architectural collapse came in 1845. I have never heard a complete explanation of why all sense of style should have been lost so completely and abruptly about that year; a change observable not only in Europe but also in a city like Detroit. Be that as it may, the flight of Liverpool's more important inhabitants left it a prey to the municipal corruption for which it has since been so famous. The result is Liverpool as we know it, lacking any single focus, poorly defined, the capital of no distinct region, not quite without character but quite unfit to live in. With the contrast before me of York and Liverpool, and comparing both with London, Edinburgh, Paris and Rome — and later with Singapore, Tokyo, New Delhi and Bangkok — I have formed some idea of what a city should and should not be. More recently, I have applied these standards to Quebec, Boston, New York and Chicago. I feel that in the United States the cities are, many of them, all but dead; and that civilization must suffer in consequence.

Here in the United States over fifty million people have come to live in what is neither country nor city. Having now had some experience of that life, I have come to the conclusion that the American suburbanite, trying to combine the amenities of city and country, enjoys the advantages of neither. The car and the television set are no real compensation for all that he has lost. In the one direction the urban sprawl has put the countryside (insofar as there is any) out of effective reach. In the other direction, the city's magnetism has been lost. It can no longer sell itself. It has little to offer that would balance the real inconvenience of returning there in the evening. This is not true of New York, nor of San Francisco, both of which owe much to the limiting effect of their shoreline. But how many other cities would justify a tourist's pilgrimage from Europe? There are few cities worth visiting; and many, after dark, are cities of the dead, and a few relapse into disorder and chaos. The lives of millions have come to center on their suburbs, and very dull their lives are apt to be. I should add that the present one-floor style of domestic architecture may well have results that no architect foresaw. A new generation grows up without ambition; the children who had no stairs to climb at the age of two. A new generation grows up without courage; the children who had no banisters to slide down at the age of six. Apart from that, the urban and suburban landscape now consists not merely of sprawling ranch-houses, for which there is no room, but of pylons, masts and poles festooned with connecting cables. The Japanese are in the same plight and their towns, like those in USA, stretch on forever — stretch on, in fact, until some other town is reached. The urban sprawl which abolishes the city can abolish the countryside as well. Many American centers of population are difficult to recognize as cities at all.

Now, I do not advocate a war against suburbia. Much could be done to improve the suburban way of life, and I trust that much will be done. What I do feel is that people should go to suburbia if that is what they like; they should not be driven there by the lack of any reasonable alternative, for the vital life of the city must go on if civilization is to survive. This is more often repeated than explained, but the explanation is in fact fairly simple. When the explosion occurs in the afternoon, projecting the city's daytime population into the suburban areas, each working inhabitant is taken from his professional world and deposited in a neighborhood unit. From Madison Avenue and Wall Street (each representing not merely an area but a professional atmosphere, as

in London from Harley Street or Saville Row) each commuter is whirled into a different suburban world. He becomes, for a greater and greater part of the week — Friday to Monday inclusive plus each evening—one of the folks in the block northeast of Prospect and Vine. His neighbors are drawn from all trades and vocations and among them he may be the only journalist, the only banker, the only engineer. Up to a point it may be good for the banker to mingle with people who are not bankers. It may even be good for the professor to mingle sometimes with people who are not professors. But can the same be said with confidence of authors, artists, musicians and actors? The dangers are two. First, it is easy for me to be the best historian in a society which includes no other historian. Second, it is probably bad for me to confine my ordinary social conversation to such topics as grade schools, gardens, gossip and golf. In such a life we are all dragged down to the intellectual level of the PTA meeting. The greatest intellectual and artistic achievements do not spring from suburban lawns. There are poets who commune with nature in the lonely hills, but the masterpieces of prose and canvas, the symphonies and ballets, are more likely to come from a harsher world of criticism and rivalry, from Shaftesbury Avenue or Fleet Street, from the Latin Quarter or from Montparnasse. One man can be supreme only among many who are good. And what is obviously true of art and architecture is true, to some extent, of all intellectual life; journalism, medicine, science, history and law.

There are people in this democratic country who would ask at this point whether our whole national pattern of living is to be re-planned for the benefit of a few eggheads. There are people in this democratic country who would point out that suburban life offers peculiar scope for participation in local government and communal life. I should like to comment upon these attitudes of mind, which have a special bearing on our economic and political horizons.

Take the economic horizon first. The assumption current among many of my business friends is that the realities of life are to be found among the bankers, real estate agents, car salesmen and storekeepers. These admirable people do the world's work and support by their efforts a picturesque fringe of people who are not really essential — novelists, motion-picture actors, television stars and absent-minded professors. There may have been a time when this belief was more or less justified. Today the position is reversed without either group full realizing either the fact

or its corollaries. We have moved into a new phase of our history in which a handful of experts matter enormously and the mass of car salesmen do not matter at all. In cold economic fact, one absent-minded professor (call him Einstein, just for example) can matter more than all the real estate agents put together. In Britain a few experts in the commercial application of nuclear power are about to put the whole coal industry out of business—miners, geologists, engineers, managers and distributors. In representing the United States to the rest of the world, Miss Esther Williams had a greater effect than the whole of the State Department. For skill in international affairs we must turn inevitably to Miss Marilyn Monroe, whose public utterances on Khrushchev's visit — briefly summarised as the Monroe Doctrine — were a model of diplomatic correctness. For reasons such as these I would maintain that the revival of city life, as an effective background for intellectual discussion and constructive thought, is a thing of vital importance. I want to see the open air cafés fronting on the piazza (as they do in Venice), one known to be the haunt of poets, another devoted to the playing of chess, a third where photographers display their art. But the great piazza at Venice has no traffic! If I dared speak for the intellectuals and artists of the world, I should say to you architects: "Ours is an age when the many rely more and more upon the abilities of the few. Give us a city in which we can live and work and argue and compete!"

Come now to the political merits of the small community. Most immigrants to the United States come from villages rather than towns or cities, bringing with them a village mentality. They find already established here a tradition of grass-roots democracy, with school boards, town meetings and a whole network of confused and overlapping local authorities. Considered as a method of giving people the sensation of self-government, considered as a means of political education, this system (or lack of system) has much to commend it. Considered as a method of solving the urgent problems which arise in the modern community, it is obviously bound to fail. Politically, the chief obstacle to progress is the American idea of democracy. The region which needs replanning and rebuilding is usually a crazy patchwork of petty local authorities, strangling all development amidst the jungle growth of their regulations, loyalties and jealousies. New York City is bad in this way, but the Bay Area is no better and Chicago is worse. To complete the picture, the more distinguished and able inhabitants have gone to live thirty miles away,

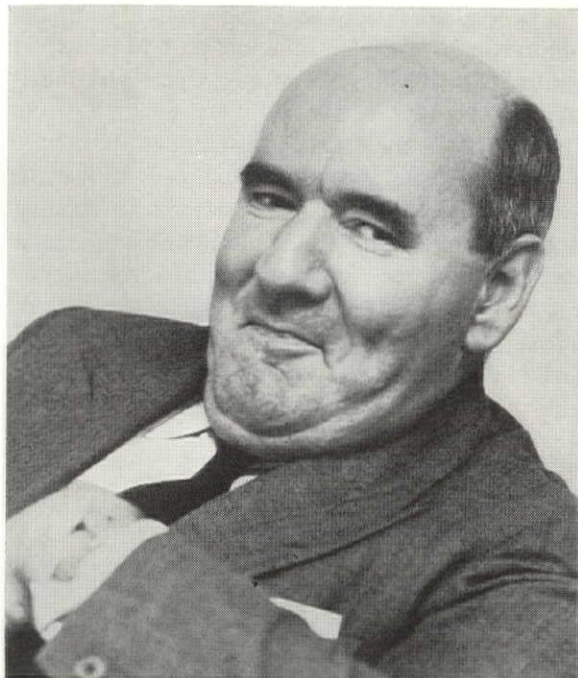
outside the bounds of the city and often outside the boundary of the state. They have lost any interest they ever had. Economically, the money for reconstruction is there but it is being squandered on a dozen futilities, ranging from civil defense to education. The difficulties are immense.

But if the difficulties are immense, so are the opportunities. For the city of the future, were one constructed, would soon find imitators, for imitation is something for which many architects have something of a gift. The movement of "Back to the City" would spread were it once begun. In leading such a movement, what must we seek to provide? We must provide, first of all, a central focus, at once dominating and beautiful. We must provide, centrally, the most attractive accommodation for millionaires; luring them back to the city. We must group the essential amenities within walking distance of each other, with all vehicles banished to a level below that upon which people live. We must so define the city area that we know where our city begins and ends. We must abolish traffic confusion, dirt, smog, corruption, disorder and crime; in all of which effort the architect must play a vital part. Without his initial success in drawing admiration, affection and pride to the city, nothing will succeed. That first success achieved, much else will follow of itself.

But where shall we be if our architects fail us, if no one of them knows what beauty is? I am tempted to add a remark or two concerning city architecture and temptation is the one thing I cannot resist. Upon the obstacles which the architect must overcome I will mention the dangers which the architect himself tends to introduce. There are a number of these but I shall limit myself to three. I limit myself to three mainly in case the crowd should get ugly and I should have to escape by the fire exit.

The architect's first temptation is to think himself a god. He devises a Master Plan — Capital "M," Capital "Plan." And this, we are to understand, is to control a city's destiny for the next half-century.

Master plans, as we all know, are always discarded after twenty years, and usually after five. The sad fact is that the architect isn't God, and especially he is not God in not being immortal. We don't live long enough to implement any master plan and our successors when they succeed us are apt to have ideas of their own. Why shouldn't they? They will know much that we do not. What an individual can do is to set a standard in design up to which later generations must struggle to measure themselves.



C. Northcote Parkinson, originator of the well-known "Parkinson's Law"

Sir Christopher Wren was never allowed to complete his master plan for London after the Great Fire. Incidentally, you will see in many history books some mention of various tentative suggestions as to how the fire began. I have read works in which Sir Christopher Wren's alibi was sufficiently tested.

So whatever his part may have been in starting the fire from which he profited so greatly, he was nevertheless frustrated in his beautiful desire for replanning London as it ought to be.

But what he did do was to build Saint Paul's Cathedral as its central feature and to this day whatever anyone plans it is against Saint Paul's Cathedral that that plan is measured. And I think Wren should be satisfied with that. The focus is what matters, not the development plan which is never carried out.

If there is to be a plan I beseech you avoid having all the streets at right angles. This has been a bugaboo of the United States for a very long period. It seems to have been based on some beautiful nineteenth century rational idea of man's mastery over nature. Looking at the Middle West from an aircraft I was able to remark afterward though I had not seen the whole of Illinois, I felt that I could readily find the parts I hadn't seen.

Now, this obsession with the rectangle, with the right angle is not, I would suggest, really an advantage. It means pursuing two sides of a rectangle when you want to follow the diagonal. The result

can be defended only as being preferable to the concentric plan of Washington and Moscow, in both of which cities the stranger gets lost inevitably.

So much for the architect as God.

The architect's second temptation is to use the word "functional" which he derives as a concept from John Ruskin. Knowing nothing whatever about building but endowed with a remarkable literary gift, Ruskin was responsible for a work called "The Seven Lamps of Architecture." It was Ruskin's inspiration that a building should be hon-



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est, should express—I quote—"integrity," express its person, its purpose, and like every Victorian masterpiece on canvas, tell its story.

From this injection of Victorian morality, our schools of architecture have never fully recovered.

There are still people about who want a water tower to look like, heaven help us, a water system. John Ruskin would have loved them. But the whole idea of functional architecture should surely have been buried with Queen Victoria. If we must

talk drivel, let us find some more recent drivel than that period.

The architect's third temptation — and here I am treading on even more delicate ground — is to read and absorb architectural journals.

Now, on this subject as one of the few laymen — I heard others applauding just now — I speak with fear and trembling. The result of their reading journals so much is that all buildings look the same, whether in London, Boston, Bermuda or Seattle. It is not merely the functional idea which, oddly enough, provides us with exactly the same structure for city hall as for a glue factory or state college or public bar — more than that, it is a tendency to use the same design in all parts of the world.

The modern architect looks at the professional journals, and when you ask him to design a building on a hillside, he will begin with bulldozers, muttering the while about its technical advantages — chiefly to save him visiting the site more than once.

From that point all can be done on the drawing board. It then becomes obvious that the emerging plans are not intended to satisfy the client at all. They are meant first and foremost to publish in the journal. And publishing them in the journal, the chief motive is normally to annoy some other architect.

One result of this can be seen in the contemporary auditorium — not this one — a more recent auditorium. You know the building I mean. I first saw this umbrella or big-top design at the Festival of Britain, where it was called "The Dome of Discovery." It followed me to the Far East and turned up at Singapore. I next saw it under construction at the much revered University of Illinois. Every campus is bound to have one in the end. It is invariably planned amidst talk about classical concepts but is actually used for playing basketball.

The idea may be an excellent one but I question whether so many different problems—different in climate and local background — should all be solved in exactly the same way.

Here in San Francisco great plans are under discussion for a reconstruction of part of the city area. One question I shall ask myself in studying each one of them is this: Could this equally have been built in Cleveland, Buffalo, at Atlanta or Dallas? If the answer is yes I shall say to hell with it! For we San Franciscans are a proud race. For us the ideal design, whatever its other merits should provoke the comment this could be meant for only one place in the world. ◀

► I think we are indeed fortunate to have a man as perceptive and analytical as Dr Parkinson converted to the idea that architects are important in the right scheme of things to come. I use the expression "converted" for, as some of you may have noted, in the book we have learned to know as "Parkinson's Law," at one place it says that architects are seldom found to know anything useful. But I assume we are now friends, and as friends we may speak directly. I must confess that I didn't know until this morning that he was unwilling to give us the God complex!

It is flattering to architects to be cast in the role of a "Moses" destined to lead society out of the Wilderness of Disorder and Confusion. Perhaps this is the time when we are expected to raise our banner high and rally once more to the good cause. But, as Carl Sandburg suggests, even God tires of hearing hallelujah.

The unpleasant truth is that the architect's role in planning the future is quite secondary to some of the other forces that we all observe. We shall be obliged to follow patterns determined by new transportation units and communication systems. We shall adjust ourselves to precautions against new weapons in the game of international blackmail.

We shall give new forms to structures to meet new building codes and new tax laws. As a matter of fact, today's stock market averages could have more influence on planning than all of our discussions here this week.

Another thought in Dr Parkinson's paper troubles me and that is the one I would like to speak about.

I am not at all convinced that the phrase "civilization is the art of living in cities" is a valid statement of tomorrow's world. I should like to live in York or Zurich or Hilversum—especially in Edinburgh. I should add I would like to live in York or Zurich or Hilversum or Edinburgh provided any of these places had the climate of Southern California.

But, first, let us realize that our nostalgic dreams of quiet, elegant comfort, surrounded by a pedestrian world of intellectual friends and cultural tid-bits may have little to do with life as it will be in the year 2,000.

If we are to be constructive in our dreams of "things to come," we must remember how long it takes to achieve even a clear goal. We must attempt a difficult thing—we must try to put aside, for the moment, our personal sentiments and whims. We must realize our children's

Panel

on Political-Economic Horizons

children and their children will not have the same "romantic associations" that we do. They may have others but not ours. Their needs will be different from those we have today—perhaps more complex, perhaps simpler. That depends on how many problems we are able to grapple with and are able to dismiss.

Then, too, there is the range of people to be provided for. We cannot judge the needs of all people by our own personal standards. We are not talking here about an environmental pattern for 50,000 or a million, or ten million architects, thank God. But we will have to have ideas about what to do with vast numbers of human creatures who are born to eat, sleep, make love, and happily assume the responsibilities for their offspring. Many of them will have little appetite for some things we hold dear but they are entitled to live healthy, honorable, productive lives, free from the pressure of intellectuals looking down their noses at them. It is part of our job to provide the environment for that point of view.

I like Dr Parkinson's vision of a city, but in looking forward is it not possible that we may have to abandon the notion that a city is the optimum unit of civilized life? This will be difficult for us of course while we are under the spell of San Francisco but it may not be difficult at all for those to come. Even today we see that some cities no longer fascinate, protect, or nourish people. They strangle man by their scale alone. By their very nature they are dangerous in terms of defense. We bypass them with transportation. We flee them to breathe and have any recreation. Industry finds the city too limiting. Merchandisers now woo the outskirts and the country. Even today, the rancher in Wickenburg,

Arizona, and the office worker in Detroit have identical communications, appliances, automobiles, postal service and news reports. Packaged foods, tooth paste and basic clothing show little variation. Books, music, movies, televised theater and sports events are common to both. Schools offer the same curriculum in very similar buildings. Thinking again of the range of people, the next generation may find little in Detroit that Wickenburg, with a little encouragement, couldn't offer. Of course, we will patch up the old cities trying to save our investment, and we should. We will even try to inject new life into the cities by some means that might be called artificial insemination. We will cherish and protect urban centers that are profitable tourist attractions. We will promote and add to the historic legends about cities as long as there are curious ones, school children, and "culture-of-the-month" clubs. But would we be justified in expecting thousands of people to live in cities in order to satisfy our love for and search for urbanity? Isn't it just possible that we will some day concede that the city as a design concept is obsolete? Isn't it possible that we should not spend all our dreams on cities? Surely other concepts will come to us which will accept those elements of modern life which appear to be inevitable—as distasteful and dull as they may now be.

Surely we as architects can enhance the new forms that will emerge in the changing patterns. Man needs to be a responsible, happy inhabitant of a community of human scale—he needs friends near him. He needs emotional and intellectual nourishment where he can reach it. I am not at all convinced that "cities" and "civilization" are to be synonymous. ◀

WALTER NETSCH, JR.:

▶ To both debate and relate Dr Parkinson's relation of the economic and political horizons to architecture, and especially the problem of change in the city, it is well to recognize that urban patterns of previous epochs in our civilization gave urban solutions specifically relating to the key impetus of the times. The Grecian Agora, the Roman Forum, the Roman satellite city, the medieval square, the Renaissance plaza or piazza, the Reformation green square, the New England town square—all were highly developed forms, interpretations and visualizations of the community pattern. Some were derived partially from economic motivations, but each included in vary-

ing intensity religious, social or political uses, directly related to human activity and participation. Each solution provided a visual format for the needs, amenities and ideals of a portion of the community—the greater proportion for the power elite to either enjoy, participate in, or maintain their power. And most of these cities seldom exceeded 50,000 persons.

Today what comprises the urban scene for us is first of all the home of an egalitarian society, a society of citizen-entrepreneur, with the responsibilities of both; it is a mobile society where one in five move; it is an expanding society where experts predict expansion of millions of persons in individual areas; it is a technical society where obsolescence and change is an accelerated constant; and as in all societies it is still a selfish society where so-called rights of the individual transcend the community.

And what are the human forces that must be accommodated for tomorrow? First of all not only more people, but a longer life-span for persons, with continuing emphasis on the needs of the individual as baby, child, teenager, adolescent, young adult, adult, and aged—as a single person, as a family, as a group. Secondly, as a changing society where concepts of time, space, knowledge and education are accelerated. Thirdly, as a period where free time and recreation will increasingly be available. Where once work provided the absorber for our aggressive tendencies in the community, in the future free time must be the absorber.

Will today's city, an expanded view of the past city, be satisfactory for tomorrow? Should we provide a monument for tomorrow to inhabit? Should we look to the past and provide for the obvious goals some areas will be assuming? Should we, for example, think of San Francisco in the year 2000 as the Venice of USA and build for it? Should we, because of technology, plan new urban units, rather than the continuance? But as Dr Parkinson has said it is the art of urban living that must be understood and the one important factor is the understanding of the active not passive implications of the word living.

Kepes has said in the current issue of *Daedalus*, the journal of the American Academy of Arts and Sciences: "Images deriving solely from a rational assessment of the external world, without passion of the eyes, are only topographical records. Images of emotional responses without real roots in the environment are isolated graphs of a person's inner workings: They do not yield symbolic form. And the most beautiful combinations of color and



shape, the most exquisitely measured proportions of line, area and volume, leave us where they find us if they have not grown out of rational and emotional participation in the total environment. Each of these visions is a fragment only."

How then can the architect or artist provide form, out of our chaotic environment primarily founded on gregarious isolation? How can the art of urban living reflect community decentralization? Dr Parkinson has defined the problem with six points:

1 Civilization is the art of living in cities.

2 The successful city has focus, limits, essentials, has acquired and preserved a tradition (character), and convenience.

3 The contemporary suburbanite does not have the advantage of city or country.

4 Successful America's culture depends upon the revival of city life.

5 Certain urban problems are political: patchwork of regional replanning (regulations, loyalties, jealousies), separation of leaders from location and disinterest.

6 Certain urban problems are economic: dispersion of effort, unrelatedness.

Each of these points is valid yet none is new, and as all are known or have been talked about,

the changing horizon should provide new areas of opportunity for the changing patterns we already foresee in human needs. Here are mine:

1 As individuals, and as cities, we do not need any longer to be big—the community of urban areas should be defined—one of the principle foci is the edge of the sub-unit.

2 We should be less interested in status quo and more interested in the search for new urban patterns, the next piazza could be on the twentieth floor.

3 Research in new opportunities in urban scale. Where is our Institute for Advanced Studies?

4 Recognition of the greater demand for leisure time area.

5 Redefinition of active and passive responsibilities in democratic political process.

6 Greater use of evaluation of the principles of science rather than the artifacts of science.

Architecture, in all civilizations, has been the environmental structure arising out of human need and utilizing the materials and techniques of the particular era. Today the multiplicity of human needs, materials and techniques provides an infinite variety of spatial opportunities. The search for unity in this variety, the search for

the nuances of need, and the search for visual order comprise the primary elements of a total architecture.

As architects we should:

- 1 Intensify our own critical values for a personal philosophy.
- 2 Recognize through personal research the opportunities available through science and technology to give new solutions to human shelter.
- 3 Recognize that basic research in our field is a requirement now if we are to maintain a mature environment for future civilization. ◀

ROBERT E. ALEXANDER:

► First of all, I take the position of agreeing with Dr Parkinson on the desirable features of the city. There may be new problems, but man is fundamentally the same. Man still has two feet after two million years. Sun Yat Sen Park or Union Square would be right for a city of 50,000. We surely don't make them one hundred times as big for a city of one million. Water, clear air, trees, places, surprises, human scale are treasured today as they were one thousand years ago and will be one thousand years from now.

The magnitude of the problem, however, has changed and will change in the future. Something never before seen on earth will happen. In terms of population growth, land use and the results of more leisure time and higher incomes, we will have a new magnitude of old problems. Just to use an example which is typical of something going on all over the world: The Los Angeles metropolitan area at the present time is adding one thousand people to its population every single day and it is conservatively estimated that this will continue for the next twenty years.

There is no question that there will be nineteen million people living in Southern California in seven counties in 1980.

This is not based on the theory that they will continue to come to Los Angeles from other places. Most of the people are already conceived or being conceived at this very moment. (I think this is the first time that sex has reared its ugly head in this discussion.)

In the Los Angeles metropolitan area alone, during the next twenty years, every single day 250 acres of land will be consumed, will be urbanized in one form or another.

This means twelve square miles a month of good, usable land, not the part that is difficult to use. We can no longer afford waste.

Harrison Brown predicts by the turn of the century we will need all our ingenuity, imagination and skill to be able to balance our resources to our population and to live without intolerable regimentation. A new order of economic and political insight and planning will be required.

Now, at the same time that population and land use double, the work week will be cut in half and incomes will increase. The twenty-hour work week will disprove Parkinson's Law that "Work expands so as to fill the time available for its completion."

These factors of population growth, land use and consumption, leisure time and at the same time increasing incomes will have great significance in the importance of a new breed of architects—I hope.

In this monstrous situation lies the challenge to us. Ours is the major profession trained specifically to plan for order, and order will be needed as never before.

As the surviving generalists in an age of specialists, perhaps it is the architects who must learn enough economics to justify the bookkeeping of the Water Department with that of the Department of Sanitation, both dealing with our same limited resource. Or even to point out when the cost of a mass rapid transit system is estimated and when all the economists say we can't afford it, to juggle the books and from a broad standpoint show that we cannot afford *not* to build it.

As the major profession trained specifically to develop imagination, we have a mission to bring our dreams to the people. The architect of the future must learn politics or see his vital plans gather dust.

And how shall this paragon of virtue, this titan of strength, this savior of society, arise? Whence will he come? Here I resort to an outline, which some of you may have read, on the most important single factor, in my opinion. It is not changing the curriculum, it is developing an image of the architect in the public mind. Many people think this cannot be done consciously, yet three hundred years ago he was in the public mind, and he was actually the Master Builder.

A hundred and fifty years ago the image was that architecture was the avocation of rich gentlemen. A hundred years ago the concept of the professional man first started and it was a consciously developed concept. Fifty years ago it was the artist with beret and flowing tie.

Twenty years ago it was the architect-engineer, the practical business man—a defense mechanism

promoted by architects as a reaction against the impractical artist and ornament-applier. I remember looking in the Civil Service and Armed Services personnel manuals in 1940 and finding that the architect was defined as a person who makes corrections in plans after the construction has started and he was a designer of monuments and tombstones and that was about all at that time.

But this concept leads to direct competition with the engineers or to the question: "Why not get a real engineer?"

Yet always one hears or reads in the papers—as this morning—such phrases as: "The Architect of the Peace Conference"—"The Architect of the Marshall Plan," or even "The Architect of the Universe."

Here the unconscious aspiration of the people, emerging through the common language, may contain more truth than poetry. The connotation is dignified, complimentary, even lofty. Herein may lie a clue to the concept of the "Architect of the Future."

Are any of these pictures true? What is the real self of the architect? What might he become?

I said the image of the architect is important. It is important because it determines who becomes the architect. The raw material out of which architects are made is attracted by that image, whatever it is. At the present time if little Johnny can draw, the only thing that he can possibly make a living at must be architecture. Perhaps some of the best artists of our time have been directed into the field of architecture.

Does the image attract the most imaginative, creative, courageous, eloquent, vigorous, able youth of the nation to the profession? That is the question.

The image of the architect carries the work the architects are called on to perform. Does the image identify architects with any problems of order, analysis, synthesis, integration, harmony, coordination, planning, creative thought?

The image of the architect carried by the public determines for whom they do their work—their clients. Does the image attract every potential client who contemplates planning or building? Certainly not at the present time. Does the mayor or the public think at once of architects when confronted with knotty problems of disorder requiring putting the pieces together into a harmonious whole?

The image of the architect is determined by the architect; the weight, value and influence of the architect's advice and what the client gets

out of it; the value and satisfaction and money that society places on his services. Does the image picture the architect as one of the most necessary, important, satisfying, public interested, indispensable members of society?

Now, the image of the architect carried by the public is influenced by the individual architect, the Institute, the communications media and the conscious public relations program.

At the present time that image has many sides. It always has had the impractical artist or ornament-applier and that still persists. You hear: "We don't need an architect for such a straightforward building."

"Now let's get an architect to draw a pretty picture."

"What is it going to look like?"

"He has good ideas but God knows what it will cost."

"He's a luxury."

And then another image: The architect-engineer and practical business man. This is the architects' own creation—"They are architects but they're practical."



James Gambaro

George Bain Cummings, FAIA, Past-President of The American Institute of Architects, greets Minoru Yamasaki, FAIA

"This is just a site engineering problem, why not get a real engineer?"

"He can turn the work out on time and control costs, but every building looks like a shoe factory."

There's Roark of "The Fountainhead": "He won't follow instructions." "You'll never get what you want—it'll be a monument to the architect." "Wait until he gets off the job and we'll fix it up to live in." "He doesn't know the meaning of compromise."



George and Evelyn Kosmak receive Honorable Mention Award, Homes for Better Living Competition, from President Richards

Then you have the "Blandings" type: "A nice guy, but what a bumbling fool." "Don't ever get mixed up with an architect—you'll never know where you stand."

This image can be changed consciously, determinedly, by drafting and adopting an inspiring declaration of the vision, destiny and mission of architects. How can a public relations firm improve the picture in the public mind without such a policy direction? We can change the image by backing words with deeds, by the education of the profession and by performance—slow but sure in direction. We can change this image by putting the declaration and examples of deeds before every prospective college student and his parents and then mold an educational program to suit the declaration.

The image of the architect carried by the public could be the creative co-ordinator. Who else is trained specifically to study a puzzle and put the pieces together, to control the end-result of the whole design? Who else is trained in program formulation and in dreaming the dreams of what could be, not what is?

He could be the systems engineer of design. As the complexity of modern science now demands a systems engineer to control and piece together the many specialties into a functioning entity, the complexity of modern construction and planning require over-all organization, integration and control. The architect could be thought of as this expert. One of the disciplines for which he would be responsible is cost control.

Or the image could be the environment-shaper. As a doctor is now developing the concept of treating the "whole man," the architect is con-

cerned with the whole environment of man. He can be the ecologist of man's surroundings. The public could come to think of architects whenever their environment is threatened or is to be modified. What other profession is so concerned, trained and qualified?

Or the image could be the analyst and synthesizer. What other profession is trained specifically to analyze general objectives, aims, needs and requirements, assemble them into component, related parts, and develop them into an integrated, harmonious, homogeneous whole? This training need not be directed and used solely for building or city design, but generally.

Finally, the profession of creative thought and imagery. Who else will raise the vision of the people above the squalor of accidental development? Who else is trained to imagine what is not there but could be? Who else will change the values of the people by picturing more desirable goals? Who else is trained specifically to draft a harmonious plan? The architect. He may well be "the architect of the peace." ◀

DISCUSSION:

► MR ALEXANDER: The three architects on the platform had a meeting yesterday and decided as long as our principal speaker didn't stick to the subject we wouldn't either, but now that we come to the discussion we might get into some pertinent discussion of our economic and political horizons.

One thing that has only been mentioned is what with the increase in income which has been going on so steadily in this country and which may happen on a worldwide basis, what will the increase mean to the future of architecture?

DR PARKINSON: I am no economist and would hate to think in detail or try to pronounce on this subject of the effect on architecture of increasing incomes, nor am I entirely convinced that the incomes are increasing in these terms because the rise in income seems to hardly keep pace with the rise in building costs and therefore architect's fees.

So I am not at all convinced that this rise is a real one. We find, for example, that in the United States the value of people's income, the paper value of people's income, is very large in relation to their income in other countries but when it comes to the cost of building their hideous ranch houses, the costs appear to be greater, disproportionately greater, than the cost would be of building something just as hideous in some other country.

MR ALEXANDER: Dr Parkinson, perhaps I should have opened by asking you to comment on what you heard from us.

DR PARKINSON: Yes, I was restraining myself with some difficulty!

After I had spoken the first time several characters came up to me and said: "You have let us off lightly," to which I replied: "I have not finished yet."

The moderate remarks of the last speaker reminded me, by the way of talking of the character of the architect, of the occasion in the city of Singapore where I lived for a number of years, when all records were broken in a local motion picture theater by the long run of a picture "Samson and Delilah," starring Victor Mature and Hedy Lamar. This motion picture enjoyed a well-deserved success. The part of it that attracted the most attention was when Samson, straining every muscle, pushes aside the two pillars of the temple, whereupon the whole building collapsed. Indeed the whole shooting-match came down and hollow blocks came hurtling down on the screen, hit the dust, hit the bar and everything else—it was very stirring! This motion picture was watched by an architect in a well-known Singapore firm called Palmer & Turner, and as he watched the scene he heard a comment from two rows back: "Another Palmer & Turner job."

I don't know how apropos this is to the speech we have just heard, but I venture to make this further comment on the character of the architect: I will comment that I think to the layman—I am one of the layman present—that the image of the architect as a professional man of the highest standing among other professions is a little marred by the method of remuneration. The theory is that the architect is to protect the client—I mention him as against the builder—and the doubt in the client's mind so often is whether this is really happening as long as architects' earnings are closely related to the cost of the whole works.

Now, in this image of the public mind, my own, very ignorantly perhaps, is that nothing would give more confidence in the architect than altering that relationship in some way which I have not attempted to work out, to remove that suspicion which may still linger, however wrongly, in the minds of many members of the public.

MR ALEXANDER: Like the reorganization of the structure of the Institute, we are working on it.

DR PARKINSON: I am very glad to hear about it. This is another example of Parkinson's Law taking effect. I resented the suggestion that Park-



Donald L. Hardison and Vernon DeMars receive Honor Award, Homes for Better Living Competition, from President Richards

inson might be found not to be applicable in the future. I ought to make clear this is one of the laws of nature. And when it comes to people like Archimedes, Pythagoras and myself, we never expect our laws to be repealed, any more than the law of gravity.

I would comment on the question of cities. I threw out what I hoped to be a challenging remark: "Civilization is the art of living in cities." I was very gratified when the fish duly rose to the bait. This is of course a very over-simplified way of putting it. Nevertheless, I still maintain it is the over-simplification of a truth, not a falsehood, because whereas in a civilized country large numbers of people may live in cities, they are nevertheless dependent on the cities they don't live in for their civilization. I can be exported from the city in the form of gramophone records or television programs, from the city to the countryside, but I think if the city ceases to exist, the civilization of the countryside then declines.

Talking of this problem I was very gratified to receive this morning some more good reasons against settling in southern California!

I can now announce that once and for all I have no intention of doing so.

But I still think that the dweller in the suburban world and the country world relies on the city more than he realizes and more perhaps than some architects realize who, I find, so seldom live in cities but seem to prefer so often to live in what my friend Mr Spectorsky calls Exurbia.

MR NETSCH: As an architect who lives in a city perhaps I should answer.

I think that we are talking about a very vague word—the "city." We talked about the city and no city. Dr Parkinson mentioned "York." I am

sorry I did not look up the population of York. It has approximately 80,000 people and has grown in the past. I think the important point of the definition or edge of the problem is the focus in whatever unit of measurement we are talking about; the economic, political attitudes we bring to bear. One of the things all of us in San Francisco observe is the main focus in this city—especially from this area—is not any particular square or particular place. It is the edge itself, and the really dramatic opportunity of sep-



aration between the urban units as a definer, and this is an important area in the question of scale. Could we have done in San Francisco with just as much as we could see—this opportunity for presenting as a city or an urban unit in reference to what Maynard has said, (I agree with him in theory) an area, say, limited in size to York, or groups of Yorks but never a large grouping, seven miles square with two parks because they have park all around them?

This is one of the things we are not doing. We are not defining the city as we talk, we are not defining its use. So little mercantile work is going on in the city, Dr Parkinson. They have gone to the countryside, like the suburbanites. I think we have to get a definition of what you would

say is the limit of the city as you see it as an historian.

DR PARKINSON: The question of skyline is interesting here and I think that the two cities in the United States in which I should be contented to live—mind you, I have loyalties in other parts of the United States which I should mention. First, I am an honorary citizen of Texas, which is my State—a natural loyalty, so you must not forget that. The other day I was made an Admiral in the Navy of Nebraska. So I naturally have the secondary loyalty to Nebraska and only the other day I was given the key to the City of Buffalo.

Despite my loyalty to Texas and to Buffalo and to Nebraska—especially its main seaports—my own choice of living would lie between New York City and San Francisco. And what strikes me about those two cities is that while they are very much larger than my native city of York in population, the actual city area in which the visitor or the resident is really interested is small. Manhattan Island is a relatively small area and especially all of it which really concerns you, if you have gone there perhaps other than directly to Wall Street, especially if you see it with the traffic evacuated of a Sunday morning, you can look across the island in effect and there is nothing very much to it in area. And I think the same is true of San Francisco. It is not really a very large city and the fact that it spreads out in these various directions doesn't spoil the compactness of that central area, and it is with that central area that I am most concerned. While I entirely agree with what the other speakers have said that in the life of the future large numbers of people will perhaps continue to live outside cities, I still think that the few who prefer the big cities, like myself and my friends here, have a disproportionate power in our cultural contribution not merely to the city in which we live but in the cultural life of the country as a whole.

MR NETSCH: Then you are talking of the center of the city, not the city. This is a definition of terms.

DR PARKINSON: That is true.

MR NETSCH: Also saying there will be more than one focus?

DR PARKINSON: It is quite possible to have more than one focus in a city of a certain size. London is usually thought of as one city but it is the twin cities of London and Westminster, each with a distinct purpose. Rather corresponding perhaps to Manhattan Island where you have one focus around Wall Street and another focus

around the middle of Manhattan. I think having more than one focus is perfectly possible although in the instances I have in mind there are in fact separate systems. I stress the importance and re-emphasize that it is not the whole area of seven million people that I am concerned with, but primarily with the heart of the matter.

MR LYNDON: Are we ready to face the question: Do we need cities?—without being anti-city, and I am. I really had hoped to look at it as a technical term. I feel many times that reaching for new concepts, new thoughts, is limited by stubbornly hanging on to a term that immediately fixes an idea.

MR ALEXANDER: Have you thought more about your definition of a non-city?

MR LYNDON: I don't seem to find the exact term that would be most convincing. Certainly the automobile didn't come into existence as a part of our concept until we gave up the term horseless carriage, and it is that connotation that I would like to have us hang onto a little bit. Also the area which could be designed as a unit needs, paradoxically, large scale planning but in smaller units, and I feel they need not be connected at all to a metropolitan area.

MR ALEXANDER: As we talked about the non-city yesterday very briefly it led us into a discussion. Every example we think of was a second-hand example. We almost came to blows, as a matter of fact, over certain aspects of second-handing in order to avoid having city. One thing about a city, and that is you get first-hand experiences: You can attend an honest-to-life play with people on the stage; you can actually go and hear real musicians, you can see them, you can go up and feel their instruments and even get the smell of their hot breath, and this is quite a different thing from all of the examples that we could think of to make the non-city possible.

MR LYNDON: This is a part of the romantic association I referred to, and undoubtedly much of that will continue.

MR ALEXANDER: I am sure that my great grandchildren will have no patience at all with the thought of going and sitting in the fifty-third row of the stadium to watch a game when at that time they would be able to watch it in quite comfortable surroundings at home by improved communications facilities. The lack of personal contact which seems to trouble so many people is, I think, again your own thought. Actually what I speak of is happening now and I hoped we might be able to think in terms of the whole range of people. A large proportion don't feel

the necessity of that fine, subtle, stirring we feel by direct contact.

MR NETSCH: I think it is interesting that Dr Oppenheimer works at Princeton—hardly an urban area. The Institute of Behavioral Studies is not in the middle of San Francisco and it is interesting that we have been talking about centers as the point of meeting, and talking about the piazza—and that is a fine, romantic part of experience, but it is not the total experience of living. It is not the total living experience of the urban environment. It is not the total statement of our problem and I think it is this totality in which we must study environment. It is equally important to recognize the importance of values or the importance of a cup of coffee on the square.

DR PARKINSON: May I be allowed to object to the word "romantic" which I find my learned colleague using in an objectionable sense. I wasn't using romantic in itself. The value of the city sense, the city sense or that which my friend here dislikes so intensely, is not anything romantic but is in fact the arithmetical advantage of a large enough population, going to a high enough degree of specialization among its artisans and its artists so that there are a number of people doing the same kind of highly specialized business, living in reasonable proximity to each other, able to discuss, compete and show a proper sense of rivalry. It is only in a city of a certain size that you can go to a second-hand book store. It is only a city above a certain size that you can have a theater. No city under 100,000, for example, can support a live theater. That is a thing more or less agreed upon and of course for an effective theater you want a bigger population than that. Only in the city above a certain size can you find the specialized artisans, the bookbinder, the picture-framer, a whole range of specialized work can only be done in a city. But the more these people are collected together, the more highly specialized, the hotter their competition and the better the final result, and the achievement of the civilization in the end will be measured not by the thousands of people living their blameless lives in their miserably dull suburbs, but by the achievements of a few people who are yet to be creative, the symphonies being created, paintings of significance, and so on. It is by them that we are judged, not by the blameless multitude living their possibly blameless lives in their horrible, dull surroundings.

MR LYNDON: You can see despite the discomfort I feel this is my last opportunity to disagree! ◀



ANNO DOMINI MCMLX

THE AMERICAN INSTITUTE OF ARCHITECTS
IN BESTOWING THE HIGHEST ACCOLADE
WITHIN ITS GIFT
THE GOLD MEDAL OF HONOR
RECOGNIZES
LUDWIG MIES VAN DER ROHE, FAIA
ARCHITECT-PIONEER

SON OF A MASTER MASON, WORKING FOR A TIME WITH AN ARCHITECT WHO BUILT OF WOOD, LATER ASSOCIATED WITH BRUNO PAUL AND HIS DESIGN OF FURNITURE THEN ATTRACTED BY THE BRICKWORK OF HOLLAND, YOU HAVE BUILT KNOWINGLY IN STONE, WOOD AND BRICK, AND HAVE A DEEP RESPECT FOR THE INDIVIDUALITY OF MATERIALS. IN STEEL AND GLASS YOU HAVE DESIGNED WITH MORE JOY, MORE CONVICTION, BUT THROUGHOUT A BUSY LIFE YOU HAVE PERSEVERED IN A QUEST FOR A TECHNIQUE OF STRUCTURE THAT WOULD OBTAIN THE NEED OF EMBELLISHING ARCHITECTURE THAT WOULD IN ITSELF BE ARCHITECTURAL, EXEMPLIFYING THE WORDS OF ST. AUGUSTINE, "BEAUTY IS THE SPLENDOR OF TRUTH"

MIES VAN DER ROHE:

► To receive the Gold Medal of The American Institute of Architects is indeed a great honor.

It is a sign that my work has been understood and appreciated by my colleagues.

I am very grateful and very thankful for this distinguished token of esteem.

May I also express, on this occasion, the deep gratitude I have always felt, and shall always feel, that I could come to this country and have the opportunity to teach and to work here.

The teaching forced me to clarify my architectural ideas.

The work made it possible to test their validity.

Teaching and working have convinced me, above all, of the need for clarity in thought and action.

Without clarity, there can be no understanding.

And without understanding, there can be no direction—only confusion.

Sometimes it is even a confusion of great men, like the time around 1900, when Wright, Berlage, Behrens, Olbrich, Loos and Van de Velde were all at work, each taking a different direction.

I have been asked many times by students, ar-

Right: *The Man and the Medal*; Opposite page: *The Citation*; Below: *The text of Mies' Acceptance Address*



Presentation of the

Gold Medal of Honor to Ludwig Mies van der Rohe, FAIA

chitects, and interested laymen: "Where do we go from here?"

Certainly it is not necessary nor possible to invent a new kind of architecture every Monday morning.

We are not at the end, but at the beginning of an epoch; an epoch which will be guided by a new spirit, which will be driven by new forces, new technological, sociological and economic forces, and which will have new tools and new materials. For this reason we will have a new architecture.

But the future comes not by itself. Only if we do our work in the right way will it make a good foundation for the future. In all these years I have learned more and more that architecture is not a play with forms. I have come to understand the close relationship between architecture and civilization. I have learned that architecture must stem from the sustaining and driving forces of civilization and that it can be, at its best, an expression of the innermost structure of its time.

The structure of civilization is not simple, being in part the past, in part the present and in part

the future. It is difficult to define and to understand. Nothing of the past can be changed by its very nature. The present has to be accepted and should be mastered. But the future is open—open for creative thought and action.

This is the structure from which architecture emerges. It follows, then, that architecture should be related only to the most significant forces in the civilization. Only a relationship which touches the essence of the time can be real. This relation I like to call a truth relation. Truth in the sense of Thomas Aquinas: *As the Adequatio intellectus et rei*. Or, as a modern philosopher expresses it in the language of today: *Truth is the significance of facts*.

Only such a relation is able to embrace the complex nature of civilization. Only so, will architecture be involved in the evolution of civilization. And only so, will it express the slow unfolding of its form.

This has been, and will be, the task of architecture. A difficult task, to be sure. But Spinoza has taught us that great things are never easy. They are as difficult as they are rare. ◀



Friday

April 22



EXPANDING HORIZONS

Philosophical Horizons

Dr Morton White,
Professor of Philosophy,
Harvard University

Panel Discussion

Louis Kahn, FAIA, Philadelphia, Penna.
Lawrence B. Anderson, AIA, Boston, Mass.
John MacLaren, Johansen, AIA, New Canaan, Conn.

Greetings from the Students

Charles E. Jones, Immediate Past President
Raymond Gaio, President

World Planning and Housing Congress

Santiago Iglesias, Jr

Acceptance Speech

President Philip Will, Jr, FAIA

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AIA

Convention

1960



► The address by Dr White before the Convention is withheld from publication because of his commitments with publishers. He has, however, kindly consented to let the *Journal* paraphrase parts of his presentation concerning the idea of the city in American thought.

In the opinion of Dr Morton White, the American city and its social problems holds a greater interest for architects than for any other professional in the national life of our country.

That same American city, however, has been held in hostility and disdain by American intellectuals of the past. They have not written about it as the Frenchman writes about Paris, or with the attachment of the Greek philosophers to the *polis*. There were some, Dr White admitted, who did sing the praises of the city—men like Walt Whitman and urban sociologist Robert Park. Their voices were few and no match for the great anti-urban roar produced by Jefferson, Emerson, Thoreau, Poe, Hawthorne and other literary greats.

Statistics pointed out by Dr White showed that between 1860 and 1900 the urban population of the United States increased four times, while the rural population only doubled. The countryside became deserted, while the city and its problems became a greater and greater social problem. American writers had a field-day pointing out their dislike for the city—and yet many of them, including Henry Adams and Henry James, came from wealthy city-dwelling families.

Dr White conceded to his audience that not every great writer or thinker on the American scene was anti-urban, because at the end of the nineteenth century there began a tendency to look upon the American city with more friendly eyes, but that look never fully developed into a full-grown love.

In discussing the thoughts of American writers towards the city, Dr White asserted that the moral he was attempting to point out to his audience was that the city-lover and reformer and city planner would not find much spiritual encouragement and no blue-prints in the writings of those who have been canonized in our literature and philosophy.

The one fact that we can draw from the past literary blasts at the city, Dr White indicated, is that we can profit from their anti-urbanism by taking their attacks seriously, and by asking ourselves if the traditional criticisms are still valid. These traditional criticisms include the esthetic and the abstract, in Dr White's opinion. Included in these are education, individuality and human

Dr Morton White

on Philosophical Horizons

As you know, this is the fourth and the last of our professional programs in this convention. We have a very distinguished gentleman who will present the subject this morning—Dr Morton White, who received his PH.D. at the Columbia University and who is Professor of Philosophy at Harvard University. Currently he is a Fellow in The Institute for Advanced Study in the Behavioral Sciences in Palo Alto, California. He is also an author of many works on philosophy. It is my privilege and pleasure to present to you Dr Morton White.



communication, the same problems that caused Jefferson, Emerson and Dewey to lash out against the city. Each of these problems must be solved by urban areas today. They still exist.

Therefore, Dr White concluded, the problems of the American city are the problems of America. He declared that the entire world is a city now, and the philosopher and the architect cannot escape the fact.

He challenged the architects of America to be among the leaders in a campaign to show critics of the city that it can rid itself of its own evils. ◀

Panel

on Philosophical Horizons

LAWRENCE B. ANDERSON:

► No matter what topic we talk about or what topic is proposed for this meeting, we always talk about the city.

Dr White's thesis that a consistent anti-urban bias runs through American thought is a little startling. My first reaction was one of disbelief. I was impelled to look for contrary evidence. For example, I looked for novelists more recent than Theodore Dreiser. I ran into figures like Hemingway and Faulkner; they are of our own time and yet they are quite unable to visualize the city as a setting for heroic action. Indeed, Dr White has performed a valuable service in summarizing the history of American thought about cities. These ideas make us reflect again on how our cities were built.

Our continent has had to submit to the reenactment within only three hundred years of a developmental history that took many thousands of years in Europe and the Near East. Exploring, hunting, fishing, lumbering, agriculture—phase followed phase as the frontier moved westward until a hundred years ago it received the explosive impact of industrialization. Our cities, such as they are, reflect almost nothing antedating the industrial age, for before that time they were not sufficiently developed to withstand the new forces. Rome, Paris and London, admired by many of Dr White's writers, had taken their definitive form and character when Boston, New York, and Philadelphia were only towns and Chicago and St. Louis did not yet exist. In fact the distinction be-

tween the bad city and the good city, in the consensus of intellectuals, seems not so much a distinction between the United States and Europe as it is between post-industrial and pre-industrial.

For the modern industrial city has not found itself; it is still in the process of becoming. From its beginnings the city based on the new technologies of production and distribution grew too rapidly and in an uncontrolled way. Consider the vocabulary used by the writers of the post-Civil War period to describe the city of the late nineteenth century:

"Violence, turmoil, hysteria, anarchy, compulsion, chaos, disorder, harshness, crudity." Then as the industrial city began to gain momentum its picturesque qualities were overwhelmed, and Dreiser in 1923 could complain that New York had become "duller because less differentiated," lacking in variety by comparison with its earlier stage.

And still no limit can be seen to the growth, and no image appears to reassure us as to the eventual character of the city. Currently we are in the process of new definitions. You will agree that yesterday's panel was groping for these definitions.

The city as we knew it consisted of discrete clumpings of population that looked like dots when put on a map. Each was a separate organism in a rural matrix. With the coming of urbanization this picture is obsolete. It would be better now to consider any intensive urban development as any land use that is not predominantly agriculture. The late Wendell Wilkie might better have said "One City"; indeed Billy Graham, while in Africa, has used the expression "One Neighborhood," which will soon be truer than he thinks.

The first Utopia based on the new fact of dispersion through mobility is Broadacres, but I think Dr White feels that Wright put forward this project as a proposal to destroy the city. I prefer to feel that he intended for the city-dweller to flee the city, but to take all the elements of the city with him. When you study the plan of Broadacres—and it is a very beautiful plan—you see that even in only four square miles there are several factories, two shopping centers each about 1800 feet long, numerous schools, nine churches, and a county seat consisting of a fifty-story office building, not to mention numerous other sizable institutions.

I have a little trouble with Wright's arithmetic. He says in "The Living City" that "if all the inhabitants of the world were to stand upright together, they would scarcely occupy the island of

Bermuda." When I make this estimate I find each person occupying only one-sixth of a square foot, and this is using all the 360 islands of Bermuda. I am concerned when he says in the same paragraph that in the United States "there are fifty-seven green acres for every man, woman, and child within our borders." I can't count more than a total of eleven (and in the year 2000 there will only be about six), and any native of California knows they are not all green. Of these eleven only two or three acres per person are in cropland. The backward-looking Emersonian part of Broadacres is the integration of agriculture with the rest of life, whereas it is the separation of agriculture that has become the technological necessity. Still Wright wants only an acre per person



in Broadacres, and from the density viewpoint the concept is still possible.

I have given a little emphasis to Broadacres because in the sense that it is urban (and it can be so considered) Wright was not anti-urban. Wright accomplished in this plan something that characterizes all his architecture and that is philosophically important. This is to incorporate artifacts so skillfully in the physiographic web that man's harmony with nature is strongly affirmed. Of this he says: "Buildings take on the nature and character of the ground on which they stand . . . to see where the ground leaves off and the building begins would require careful attention."

Now our occupation of the planet has been a most rewarding esthetic experience in those places where the visual world is made to reflect two kinds of meaning. The first meaning is that of alliance with nature, and the second meaning is the continuity of human experience. To reflect these two meanings is to create living and working environments that possess a sense of place and a sense of history. The technological city has not been able to furnish these meanings; it seems to be the expression of impersonal social and economic forces working blindly and with increasing speed toward an unknown goal, in which free will and a tangible private place of one's own will have no part.

Agreeing with Bertrand Russell's truism that "the biological usefulness of intelligence consists in the possibility of transmitting experience" we may go on to say that architecture provides the most tangible way that experience can be transmitted and knowledge of life passed on to future generations. Books may remain unread, paintings unseen, and music unperformed, but from the artificially ordered environment our children's children will have no escape. Even our wilderness will disappear or become a managed preserve. And we are inexorably approaching what William James called "the tight fit that shapes things definitely."

How are we to transmit the experience of urban well-being today? The industrial city has recruited its people from rural or non-industrialized society. Most of the writers referred to by Dr White, even the most recent ones, were not born in a large modern city and had to adapt to it after they grew up. The same is probably true of most of us in this room. But now urban life preponderates numerically and perhaps successive generations of city dwellers may accumulate critical experience. But here we must ask what kind of city dwellers? Swarms of present-day college students grew up in the suburbs and have no more love for the central city than Louis Sullivan did.

Urban well-being is the experience that architects and planners are called upon to know and to transmit. The forms that they build into and upon the land have always been the most enduring of all human products. With philosophic insight and creative imagination they must ultimately make of even the modern city an adequate and durable place for human life.

Dr White has not spoken of contemporary German and French philosophers, but I seem to remember that one of them said: "Existence comes before essence." The technological city exists. Let us now look for its essence. ◀

► May I pick up Mr Anderson's very last words, "existence comes before essence"—a very significant statement, I believe. I want to devote my few minutes not to the city as I was directed to do, but more to philosophy and the immediate experience of architects.

Professor White has given us a background of historical attitudes, of philosophical attitudes towards architecture. He begins with statements that "today's analytic philosophy is, on the whole, in reaction to traditional metaphysics." He mentions a new humanistic tendency in philosophy.

He says also, "no longer does man think that statements of science and mathematics exhaust the realm of meaning." He goes on to say the central concern of a philosopher, as he sees it, is "man's communication with his fellow man within the context of social institutions." There are other attitudes which go on from here, namely, that some deplore the fact that we can only talk about words, symbols, about language, about existence, but not really deal with man's very human and basic problems.

One branch of philosophy today that can be called that is "existentialism," a philosophy which deals with man and his existence as the central



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concern. It is, in other words, anthropocentric. It deals with personal concern, personal commitment, individual involvement; depersonalization and dehumanization is very much deplored.

This started with Thomas Aquinas in the thirteenth Century; Kirkegaard in the nineteenth and Paul Tillich today—all theologians.

More recently, Sartre, Camus, and other authors deal again with the real and personal prob-

lems of today; deal with the world of unpredictable; deal with the world in which all facts as well as conclusions cannot be known. They speak of the necessity to act in the face of this not knowing what is ahead.

The act—in the Greek, *agon*, meaning initiative, to set in motion—produces reaction, consequences, responsibility.

Architecture, if it is anything at all, is such an act.

What are some of the facts of our existence today?

We have been told of an economic prosperity ahead, a doubling of national product in the next fifteen years; technological progress unprecedented. But sociological and political conditions seem less certain.

We are perhaps adjusting to the loss of political initiative in world affairs. The old school diplomacy is now ineffective. We have psychological warfare of nerves; we are beginning to doubt institutionalized religion, and there is disillusionment with collectivist society.

"Man's power turns to subjugate him. Man's accomplishments turn to plague him." In the realm of psychology, alienation seems to be unprecedented.

Other observations: People don't find themselves in work as they used to; escape into leisure and early retirement; alienation from society; alienation from nature. In physics we have not only the "Theory of Relativity", we have "Principle of Indeterminacy." We have "Margin of Error" and from Sir James Jeans we have "Nature Abhors Precision"—inaccuracy. We now know the "Law of Strict Causation" no longer applies.

All these are new facts of indeterminate nature which is very real to us.

In painting and sculpture we find somewhat the same thing. Sensitive to our possible fate, artist Jean Tinguely built in the Museum of Modern Art garden a machine which destroys itself.

We are compelled, in any way, to accept and deal honestly with all of life.

The history of architecture is very close, I think, to the history of philosophy. There are definite parallels that I can see between Plato and the Classic and Renaissance and Eclectic Revivalism; between Whitman and Wright; between Bertrand Russell and the Bauhaus philosophy with its reverence for machine art and morality of construction.

We have accepted Corbusier's romanticizing of the machine in the nineteen-twenties and we have accepted Mies' rationality, stern morality—

superb poetic statement of organization man in steel.

But we do look beyond. We look to something more individualistic. We are unhappy with Corporation Architecture for Corporation clients. We are unhappy with Modular Architecture for Modular Man.

Is there any group of architects with a vivid enough sense of the times to find any one true direction? I see it actually in Corbusier, in Aalto, in the British school of Smithson-Sterling and in Louis Kalm.

What are the characteristics of a school, if it is a school? It is certainly formative. It points in one direction. It shows a consistency with the philosophy I mentioned.

They believe, first of all, in the act rather than the behavior. They believe in following their own compulsions rather than good manner. They believe in assertion rather than adjustment deference. They search for image and meaning rather than charm; origins rather than influences. They do not require certainty, security for us to accept. They no longer worship technology or scientific truth, but practice architecture as an art. For as Nietzsche says, "Art is with us lest we perish from the truth."

They do not believe in social uplift, pretentiousness, moralizing or respectability in their work. They have accepted the element of change and uncertainty. They deal with the fragmentary rather than the complete. They are interested in process rather than finality.

They are interested in human imperfection if necessary, rather than idealism. They have faith in the emerging idea rather than in the preconceived idea. Their buildings express growth as an accretion or concretion of forms. Sometimes they are less rational, less regulated, less formal, less modular.

They favor Formative Art, not Fine Art. They are impervious to popular Art though they have a true concern for man. They work for significance rather than beauty *per se*. They believe in man working in relationship with nature.

I am aware then that there is a philosophy today which deals with human problems in the world as we know it.

I am aware of definite consistencies in the thinking of current philosophers and certain architects.

I believe these certain architects will make the true statement of our time and that these architects can, in their way, serve with philosophers and thinkers in perceiving and stating what is real and significant in man's existence. ◀



Panel on "Philosophical Horizons." Left to right: Dr Morton White, Lawrence B. Anderson, John M. Johansen and Louis Kahn

LOUIS KAHN:

► I want to talk a bit about realization. I like to think that the transcendence of thought in the individual is philosophy, and the transcendence of feeling of an individual is love or religion. Realization is the combining of these transcendencies. It is not the individual thought; it is not the individual feeling. It is a kind of fact of both.

Realization stems from this. Realization may be said to be a harmony of systems that lead you to a feeling of form rather than design.

Form doesn't have shape or dimension. It simply has a kind of existence will.

Design is the means by which you bring into being that which form seems to indicate. In form you might say the spoon has to have a container and an arm. You bring it into existence by designing it as deep, or shallow, or long, or short, or made of gold, silver or wood.

In speaking of the city I like to feel that it is a realization; that there is a distinction between city and institution. Institution is a working organization of the city. A city, specifically like Philadelphia or Rome, is a symbol of that which is an undeniable focus of getting together; the feeling that man as being cannot be denied; that may take ugly forms, ugly shapes, but you can't deny it.

I wish to speak about realization in this sense and in relation to institution.

I believe the institutions of our city are rotten to the core. If we get a program from a school board which says: Don't forget the nine-foot fence around your school, a lobby so many square feet, corridors nine feet wide, all classrooms alike—you have a red light budget that goes with it. I think nothing can come out of it in the way of what the architect is able to do.

If you were to define architecture in a few words you would say architecture is the thoughtful making of spaces. It is the duty of the architect to find what is this thoughtful realm of space, what is school — and not just take the program of the institution but try to develop something which the institution itself can realize is valid.

That is a challenge.

What is a school? It was a man sitting under a tree talking to a student who didn't know he was a student, simply talking about what occurred to him as a realization. Later of course the need for such a thing came about. Certainly the mother and child, hearing about this man, wanted to live forever. Others took on the role of teacher. Pretty soon rules were built around the teacher and pretty soon the group developed into our present institutions which have absolutely no resemblance to the existence will which generated from the man under a tree talking to a few people.

I believe it is the duty of the architect to take every institution in the city and think of it as his work, that his work is to redefine the progress brought by these institutions; not to accept programs but to think it terms of spaces—in the case of the school he may even present a large entrance space which you can't name and from there he may go to a development of spaces, spaces small, large, with light coming from above to the side, but spaces that seem to indicate a good place where learning is possible.

Every space, including the corridor itself, should not be just stuffed with lockers because it happens to be a good way of solving a problem. Quite a difference between the economic problem and the budgetary problem.

In the same way, if you were given the problem of designing a chapel for a university, certainly you would not bring out all your palette of stained glass and mosaics or devices which you know a chapel must have, but simply think of it as a place which for the moment you won't define because it is too sacred. Then you put the ambulatory around, and then you put an arcade around the ambulatory so you don't have to go into the ambulatory, and a garden around the arcade so you don't have to go into the arcade, and then a fence around the garden so that you don't have to go into the garden.

Ritual is inspired, not set. I think it begins with the sense of a man who gets a criticism from a fine teacher and this instills in him a sense of dedication and he goes by the chapel and winks at it — he doesn't have to go in. He doesn't wink at the gymnasium, he winks at the chapel.

So it is not taking out your familiar tools in the development of space. It is the realization of the kind of space.

I think the city would grow great and I think the city is the true cathedral of our living. Man learns about man. He learns even how to walk graciously from man. He discovers walking by looking at another man.

Edward L. Wilson

PRESIDENT RICHARDS: It is now my great pleasure to bestow a very special Citation—an expression of honor and gratitude to a man who has had a greater share than most of us in the work of the Board of Directors. He is an ex-Regional Director who has represented the great state of Texas and an ex-Secretary of the Institute—Edward Lawrence Wilson, FAIA.

THE CITATION: "The American Institute of Architects is moved to cite in honor and gratitude Edward Lawrence Wilson, FAIA, for services in chapter and in the national organization above and beyond the call of responsibility in office.

"Junior draftsman in Chicago at twenty, in five years he had been married, had heard the call of Oklahoma and Texas, and had risen to chief draftsman and designer.

"The Fort Worth Section, Texas Society of Architects was born, with Wilson its first president. In rapid succession he joined the Institute, brought Fort Worth in as a chapter, organized his own firm, was elected President of the Texas Society, was elected Regional Director representing Texas on the Institute Board of Directors, was elected and re-elected Secretary of the Institute, and was elevated to Fellowship.

"Not to be overlooked are his rewriting his Chapter's by-laws, his work on the Texas Architectural Foundation, on *The Texas Architect* and his three-year service on the Institute's National Judiciary Committee.

"This document of appreciation is also a warning to Edward L. Wilson that he will constantly be drafted for Institute tasks that only his dedicated professional skill and experience can best accomplish."

Our institutions and their programs must be attacked. Architects must give great empty spaces for the institutions — those spaces must be both things of life and ways of life.

If you look at the Baths of Caracalla—the ceiling swells a hundred and fifty feet high. It was a marvelous realization on the part of the Romans to build such a space. It goes beyond function. ◀

► MR ANDERSON: We will begin by asking Dr White whether he would like to make some observations now. I think you may have shared with us some difficulty in hearing what each of the others said. Perhaps you have been able to hear enough so that you would like to comment.

DR WHITE: All of these comments that have been made, of course, bring to mind certain reactions we might express. I find Mr Kahn's comments the most provocative and stimulating and suggestive, at least for indicating what I think the concern of today's philosopher might measure with those of the architect as he describes him.

Mr Kahn points out the fundamental significance that urban institutions hold for the architect, and I think it is exceedingly important to call your attention to the extent to which today's philosophers, notably in America and England, because of their preoccupation with what is called philosophy of language and communication, have become more and more interested in these institutions of which Mr Kahn speaks. We may become a little more concrete.

I think if you reflect on the history of recent philosophical discussion you will observe more and more an interest in the language habits of human beings and an awareness of science; that is to say, the mode by which we observe, describe and predict is not the only form of language worth the philosopher's attention.

Rather we can concentrate and analyze what we mean when we use language in, for example, the realm of politics, in the realm of history, in the realm of art, in the realm of education; that, in general, the philosophy of language so conceived will be the philosophical study of these different institutions of human beings attempting to communicate with each other within the framework of these institutions.

And it seems as if the architect, as described by Mr Kahn, is also interested in examining institutions with the purpose of seeing how to house them—this is an area in which the philosopher and the architect might have cooperative discussion.

The philosopher wants to know what science is, what art is, what religion is, what education is. If he can come up with some reasonable answers then it seems to me that the architect, who is obliged to build houses for these different institutions, may in this area have the opportunity of fruitful exchange.

MR ANDERSON: What did you think of his notion of institutions as an apparatus of a civilization to be attacked? Did I hear you correctly?



MR KAHN: Just by performance, yes.

DR WHITE: When he said our institutions are rotten to the core . . .

MR ANDERSON: He seemed to imply a strong possibility that many of the basic assumptions or the assumptions we thought to be basic, that a lot of institutions are in need of re-examination.

DR WHITE: I should agree with him thoroughly.

MR JOHANSEN: I think the philosophy of communication sounds a little too technical for the architect. I don't doubt that it is necessary in bringing together language or what people mean in different fields.

Architecture must have its own language; if not many languages. What the architect means, however, by this language, is a rather nebulous thing. I don't think we can do it by analysis. I don't think we can analyze people or institutions as a method of trying to solve their problems. I think it is much too intuitive. The architect operates intuitively; never avails himself of the analytic process except for those technical processes and certain requirements for building.

DR WHITE: I detected in Mr Johansen's original remarks perhaps a tendency which I don't find myself in agreement with, which I might bring out as clearly as I can. I would not substitute for one moment the degrees that form the basic motives that lie at the bottom of artistic creation. I would not wish for one moment to substitute this or suggest that architecture can be itself created by means of a machine. But it seems to me that the drift of Mr Johansen's remarks would suggest that he thinks there is no point at all in the architect making some effort to familiarize himself with



what I should call philosophical or social facts. This I cannot understand, because it seems to me that if an architect is obliged to design a hall of science, if he is obliged to design a chapel, obliged to design a school, he cannot operate with his unaided intuition; he has to arrive at some reasonable conclusion as to how to build his buildings. He must familiarize himself, more or less, with science as a form of human activity; with what religion is as a form of human activity; with what engineering is as a form of human activity; and I suspect if he tries simply by expressing this in an intuitive way, he would build buildings which are likely to miss-fire and not achieve their purpose.

I don't see how—to use Mr Kahn's phrase—I don't see how you can build buildings which can house these fundamental institutions of man without trying to find out what they are all about. This reaches to philosophy, to social science, anthropology, politics, psychology and you will not be able to carry this out simply by intuitive prompting.

MR KAHN: May I as an architect say I realize what Mr Johansen has said. In effect, the shortness of time—we can't develop this. I believe he said that the individual makes the act, not society or a committee, and that this act made by the individual comes to him—except in the design he makes; he expresses it, and somehow he has lavished his language, considering all the things he must do,

in building a building as a space which is powerful enough to communicate directly and almost indicates to society a way of life. This is really, I think, what he meant to say, not necessarily that the architect packs into his hut and listens to nobody. His ears are completely open to realization rather than fact *per se*.

MR JOHANSEN: I don't think we have disagreement. I think the fields of sociology, psychology, anthropology, even city planning—very wide fields in which the architect is wise not to become completely involved or in the language thereof. But in his central position he has an awareness of each of these fields, such as an awareness of sculpture, an awareness of structure, and an awareness of function. Then he acts intuitively. If you involve yourself in architecture any more deeply with the sense of things, you are through, I think you have lost command of the elements with which we deal. Language is important.

MR KAHN: I wouldn't deny the importance of language, but I think it has been the destroyer of ideas in indiscriminate use, without knowing the differentiation of form and design. Its value one must define. It is very difficult.

DR WHITE: The philosopher is concerned. For 2,000 years we have been concerned with discriminations of meanings. It should not perish. It is not one that any rationalism would ever replace. ◀

Greetings from

The Students

CHARLES E. JONES

*Immediate Past-President, Association of
Student Chapters*

► From the addresses of such prominent men as Dr Wendell Bell, Dr J. Robert Oppenheimer and last night's remarks by Mies van der Rohe I have experienced and have been stimulated by the efforts of the Institute at this convention.

The student convention on the campus of the University of California at Berkeley was also stimulating and rewarding. The process of reorganization since November of 1957 was discussed and now is completed. We, the students, feel that now the organizational aspects of our Association are functioning properly; that we will be able to carry on an effective program of importance to the profession of architecture.

The students have no desire to make this organization so large that it becomes completely out of hand; but rather to carry on a few well-defined activities of material interest to the students.

Two primarily important activities have been carried on during the past year.

1 Reevaluation of student chapters or organizations on the local level.

2 Intercommunication of schools not only on national but international levels.

The local student chapter is the foundation of the Association, and not until the student chapters function properly will the student organization be of any real value. The framework of our organization has been so set up that it now parallels that of the Institute on regional as well as national level. Now that the mechanics of our Association have been set up, the students can pursue their main aim and objective—the promotion of architecture.

Student chapters are, and can be, very instrumental in promoting architecture at the university level, not only to the architecture students but also to the institution's entire constituency. Our schools are our Institutes for Advanced Study, thereby doing their part in restoring the architect of today and in the future to his proper position in society.

The Association was recently represented at the International Union of Students of Architecture in Hannover, Germany. In the forthcoming Congress to be held in Mexico City in 1961, the Association will again be represented, thus fulfilling one of our objectives.

I think I need not impress upon you the importance of this program that the profession is affording to the architecture students of today. In the same token, and I speak on behalf of the students, we feel that any time, money and effort spent by the Institute on student activities will repay themselves with interest. I can truthfully say that it has been most gratifying for me to see the progress that students have made and the acceptance we have received by the Board of Directors, Chapter Affairs Committee and the many other areas of the Institute. The mere fact that we are allowed to speak to this convention this morning is a further indication of the Institute's intentions.

In closing, I believe the Institute's feelings can best be exemplified by the words of its President before the ASCA-AIA Seminar last summer: "If we accept the premise that America deserves a better architectural environment, and that architects must assert the leadership which brings that environment about, and that leadership can only be asserted collectively by the professional organization of architects, then we must also instill the positive and constructive attitude towards that professional organization in our recruits—the architecture students of today."

I would like to thank Mr Richards, Mr Purves, and the members of the Institute for the wonderful opportunities afforded to me in these last ten months. Certainly this shall be a period in my life I shall long remember. For this, ladies and gentlemen, I say thank you. ◀

RAYMOND CAIO

*New President of the Association of
Student Chapters*

► On behalf of the students of architecture throughout the nation, I would like to thank the Institute for giving us this opportunity to tell the profession what horizons we students see for our future Institute, and the students' role in the present one.

We architecture students want to be architects someday. This implies that before all else, we want an opportunity to develop our interests and latent talents; that is, we want to develop our minds. This, we think, is the sole purpose of education,

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*President Richards
presents Honor Award
to William Corlett,
Wendell Spackman,
Robert S. Kitchen and
Frank B. Hunt for their
Blyth Arena, Squaw Valley*



and part of this we expect to be realized in our schools. We think that the broader the curriculum, and the more demanding the discipline given to us in school — the richer, the firmer, and the more real the grasp of architecture we as architects shall have. We realize that the nature of architecture is such that school alone is insufficient as a training discipline, and we gladly accept the role of the architect-in-training to exceed the normal time other fields may demand for the achievement of similar professional status. Most of us realize that we, as architects, shall be dealing with people—and that the more we understand all the endeavors, aspirations and necessities people have, the better chance we will have in attaining a successful solution in a design. The design is the expression of our individual creative response to people's needs. After all, now in school, we acquire the basis for not only understanding people's physical, social, economic, emotional and intellectual demands, but also the basis for interpreting them. And most of us realize that, in school, we only acquire the basis for this.

Yet the interpretation of these needs is in every building, town plan or sketch that is designed. Now our designs are merely projects, but in the future they will be real buildings, and being real, will have their effects on the existing environment—for the better or for the worse. As professional students today, we naturally respond directly to the real buildings which are being built, and base our evaluations of the profession which we hopefully shall shortly enter, primarily on them. Simul-

taneously, we give form to our hopes, desires, and demands as we mature as people. And we recognize that one is really a student all his life.

Therefore our lives will be—if they already are not—architecture. Architecture will be our business. That is to say most of our everyday concern will be in the procurement of the opportunity to react to our environment creatively — perhaps some of us will be disillusioned by the limits of the discipline we may not have expected. These disciplines may be the seemingly irrelevant, yet existing, needs of working with the inefficiency of existing social and economic patterns, and may often obscure the vision of creating a harmonious and beautiful environment—that is, the vision of architecture—that most of us carry with us. We may subvert the means for the end, and be satisfied with making a living by architecture, instead of making architecture by living. Or we may find ourselves incompetent in mastering the necessary discipline of the profession of architecture as a profession—surely we do have to make a living—and as a result find ourselves in competition that chokes what little consciousness of the art we may have developed as students, and instead accept no other responsibilities than our own immediate needs, or selfish desires. At this point, the architect does not remain a leader, but a follower; instead of being creative, he becomes reactive. As a human being he would not aspire towards harmony, but towards co-existence with chaos.

Dr Oppenheimer pointed out the necessity of communication in our complex society. He told us



President Richards presents Honor Award to Messrs. Smith and McNulty of Sherwood, Mills and Smith, for their Mutual Insurance Company of Hartford

to look at each architectural site through "wide-angle lens," implying that the architect should bear the mark of "multiple relatedness of human institutions and arts." As human beings we cannot co-exist with visual or spiritual disorder. We must establish the relation of modern life to modern architecture. For this we need the communication of ideas.

In our age, education in isolation is obsolete. As students, we must know the horizons beyond those of our immediate locale. For this purpose—the purpose of communication — we have formed our Association.

We feel while the purpose of the Institute is organization, and the purpose of the Association of Collegiate Schools of Architecture is education, ours is communication.

The article in the *Daily Pacific Builder*, entitled, "Students Seeking More Participation in AIA Activities," was, on the whole quite true. However, it did not point out in what specific ways we are seeking more participation.

Last week, students from various parts of the country met at the University of California in Berkeley and established a program for our mutual educational purposes. The Institute's Chapter Affairs Committee is currently studying our proposals.

The Institute alone, however, cannot fully effect our program. We also need the cooperation of our respective Deans. Basically our proposals are five.

We need:

- 1 More assistance in inter-school student communication
- 2 More assistance in international communication
- 3 More assistance in the undertaking of student seminars, conferences, and exhibits
- 4 More recognition of student work
- 5 Good faith in us

These proposals can be affected in many ways. One example pertains to the Mexican delegation's proposal. We hope that when the Institute shall study this proposal it shall not forget us, the future architects. As Arquitecto Ramon Corona Martin has said about architects being poor draftsmen when it came to drawing lines between nations, the same applies with equal, if not greater force to students. Architecture students are also poor draftsmen when they attempt to draw lines between schools of different nations. Other examples could be greater AIA Regional and Chapter interest and support of our individual Architectural Associations' and Student Chapters' activity. Still others could be closer communication between the Institute and the ACSA regarding student affairs.

Last evening the Gold Medalist, Mies van der Rohe, said that truth is the significance of facts. Therefore, it is quite clear that all of us must know the facts.

Since we will have to come to grips with the expanding horizons that the speakers of this convention time and time again emphasized, we demand to be educated for our profession — and not (as was done in the past) — nursed into it. ◀

SANTIAGO IGLESIAS, JR

of the New York Chapter, AIA

► It is with great pleasure that I take this opportunity to extend, on behalf of Puerto Rico, a cordial invitation to fellow delegates at this Conference to participate in the World Planning and Housing Congress to be held in Puerto Rico from May 28 to June 3. The 1960 World Planning and Housing Congress is being sponsored jointly by the International Federation for Housing and Planning (IFHP) and the Inter-American Planning Society (SIAP), with the support of the Government of Puerto Rico. Puerto Rico is part of the USA and we hope in the near future to be state number fifty-one.

The following professional organizations are also co-sponsors of this activity: The American Institute of Architects, The American Society of Planning (ASPO), The American Institute of Planners (AIP), The National Association of Housing and Redevelopment Officials (NAHRO), The Pan American Union of Engineers (UPADI), The Inter-American Organization of Municipalities, and the East Asia Regional Organization for Planning and Housing (EAROPH).

Participants in this Congress may anticipate a week of lively and stimulating activities centering around a series of technical discussions on planning and housing, an International Film Contest, and an exhibition of projects in the planning and housing field from various parts of the world.

The Congress will be held on the campus of the University of Puerto Rico, a district within the capital of San Juan. It is anticipated that professionals from approximately sixty countries will participate in this Congress. So far, reservations have been requested from twenty-four coun-

World Planning and Housing Congress

PUERTO RICO, MAY 28 TO JUNE 3, 1960

tries, and we expect among our distinguished guests Sir Frederic Osborne, who has been one of the pioneers of the Garden City movement in England, and President Jean Canaux of the International Federation of Housing and Planning.

The two themes selected for discussion are: Theme I—"The Contribution of Physical Planning to Economic and Social Development," and Theme II—"The Place of Self-Help and Mutual Aid in the Total Housing Program." The theme of physical planning should be of particular importance to architects and design specialists, especially in view of the fact that the technical discussions will be based on factual reports submitted by competent technicians from fifty-four countries. This should present very interesting phases of comparison.

The above-mentioned reports were studied by technicians according to a set of criteria previously agreed upon by the Organizing Committee of the Congress, so as to emphasize the salient features of each report. One General Report on each theme will be available to delegates during the technical discussions. An adequate translation service is being provided for in the official languages of the Congress—English, Spanish, German and French.

The Organizing Committee has made the necessary arrangements for visiting professionals to become acquainted with planning and housing organizations in Puerto Rico. Study tours are being arranged so that delegates can see at first hand many of the important projects underway in Puerto Rico, and also to facilitate an interchange of experiences with professionals from

other countries. A special program is being organized for ladies.

The opening ceremony will be held on Saturday afternoon, May 28th. You will be interested to know that we have tried to organize this Congress at the time of the famous Casal Festival in Puerto Rico. In fact, there will be a special concert for participants in the Congress, in addition to the other cultural activities that are being arranged through the Puerto Rico Institute of Culture. I can also assure you that the Congress will have its lighter moments.

It is therefore a fitting opportunity for all members of The American Institute of Architects, a co-sponsor of the Congress, to make a special effort to attend the forthcoming World Planning and Housing Congress, and enjoy the beauty and traditional hospitality of Puerto Rico. This is as much our Congress here on the mainland as it is Puerto Rico's, since it is the first time since 1937 that an IFPH Congress is being held on the American continent.

Although a few AIA members have registered for the Congress, I take this opportunity to bring you up to date on what is going on, and at the same time to invite you to visit Puerto Rico and take advantage of an opportunity which will not be repeated for many years. We shall be very pleased if AIA members would attend in large numbers and participate actively in the many activities of the Congress. It would be an ideal occasion to meet architects and planners from other parts of the world and exchange views on many points of common interest. I am sure it will be a rewarding and lasting experience. ◀

Acceptance speech of newly-elected President

Philip Will, Jr



► No one can stand before his peers as do I without feeling deepest emotion. With neither false pride nor humility one wonders why, with so many able and dedicated men in this profession, the lightning should strike here.

A word or two about what may lie ahead. We have been listening to talk of our expanding horizons. I am afraid we have listened well, for it is my belief that the architectural profession is now at a crossroads with the magnitude of the problems we face, such as we have never seen fit to deal with in the past. As someone has said, this will demand a new order of insight. It may demand of us a great deal more, and I think I feel before me a very troubled and a very disturbed profession.

I am also concerned because we may have been blinded about our own apparent success. There has been so much to do, and few of us have been as hungry as we should perhaps have been and this has blinded the realism.

While this has been a prime professional program, I am concerned by some of our actions as we have been assembled together. Could it possibly be that we sometimes confuse wisdom with timidity? Are we the daring profession I would like to think we can be? Are these expanding horizons, or are we perhaps contracting and narrowing our own field of vision. Are we capable of adapting ourselves to the needs we see ahead of us?

I would suggest that we must re-define the mission of the architectural profession. All professions have a mission. Society looks to each profession to assume responsibility for some phase of our public welfare. This I believe to be historically true. We look to the doctors to look after the health of the nation, we look to the lawyers to see that we live

together in peace, we look to the ministers for our moral and religious welfare.

To whom else but the architects can the nation turn for the care of its physical environment and for its total shaping?

This I believe to be our great mission, but I am not sure that my profession really believes it yet. Nor do we yet fully understand the means which must be found in the service of such a tremendous mission.

We have not fully explored the skills that are necessary, the types of organizations possible in the methods of practice.

I think we now accept that our concern begins with the recruitment of men from school through their retirement. We are concerned with education, we are concerned with training and I hope we differentiate between the two. We are concerned with practice, and I think we are developing a new respect for research and its necessity.

I was deeply moved by the talks of our two students because they have touched on something which to me is of tremendous importance, and that is that we are international citizens as well as Americans.

I would hope that The American Institute of Architects could re-discover its responsibility as a citizen of America.

It has been my good fortune to travel. When professional men deal with professional men, there are no boundaries. If we are to serve in good will and peace in these times we must cross the boundaries and deal with our professional brethren everywhere in the world with friendship and peace. In fact, we must bring home our great dreams to people. This, fortunately, is not a one-man job, and I count on you all. ◀

Business



EXPANDING HORIZONS

Proposed Bylaw Changes

Read by Secretary J. Roy Carroll, Jr, FAIA

Discussion

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BYLAWS

Proposed Bylaw Changes Read by Secretary J. Roy Carroll, Jr., FAIA

SECRETARY CARROLL: *Resolved*, That the 1960 Convention herewith approves and endorses the changes in organization and government of the Institute as recommended by the Committee on Structure, in principle, and refers the approved report of the Committee to the Board of Directors for implementation, and authorizes such changes in the Bylaws as may be required to encompass all of the recommendations approved by the Convention above noted, subject to approval by Legal Counsel. It is further resolved, That all changes envisaged in the approved report be made as promptly as possible, recognizing that elections to new offices cannot be made until the 1961 or a subsequent convention, but directing that all preparatory work, transitional procedures, notices, etc, be undertaken so that at the earliest convention practicable all new offices will be filled by election; and the Structure Committee's recommendations, as approved by this Convention, will become completely established and effective.

Discussion by the Chairman of the Committee on Structure, First Vice President Philip Will, Jr., FAIA

CHAIRMAN WILL: My remarks will be extremely brief. Your Committee and the Board have been attempting to do a dedicated job of presenting to the membership the thinking of your Committee. I do not recall any previous time when so much effort has gone into such a presentation, the purpose of course being to assure ourselves that you understand the proposals so that you would be prepared to

discuss it and perhaps to take action.

My remarks, therefore, might be the kind that would make no contribution other than which you have already read and seen in the picture or may have come up in your Chapter or Regional discussions.

I think the first question that anyone might ask is why was such a study ever undertaken and why do we come up with a new proposal? Our basic reasons are twofold. The first is simply that it is prudent business for any organization to look at itself periodically. This is what keeps an organization alive and healthy. It is rare indeed that we can stay as we are over an extended length of time.

The second reason is that we know that change will occur anyway, simply through the passage of time. If we do not make some positive decisions and establish a framework for change, change will occur piecemeal and without any over-all plan. We know that the present structure as we are presently operating cannot be frozen as it now is for any length of time. Change is inevitable.

You know, for example, no Board can possibly resist pressures from our larger states to become regions, and there is a long train of consequences which, I am sure, you all understand.

What was our purpose? What is the main purpose of this proposed structure? The simple broad statement might be something like this: Our purpose is to forge an instrument capable of the most effective use of human wisdom in the service of society and the profession of architecture.

Now, I would invite the kind of discussion which I hope we will have. I would like if possible to set a tone, shall we say, for such a discussion. I would hope, for exam-

ple, that we would deal initially at least with matters of principle rather than minutiae or esoteric means, important as they may be.

In a problem of this kind it is extremely difficult to look through the right end of the telescope. It is difficult to see this problem whole in all its levels, in all its aspects. We live in different parts of the country. We all of us see a piece of the problem, but to tie it all together and put it all together is not easy. Certainly it is a common tendency to make what I consider to be a rather false comparison between the workings of a professional society such as ours and political government. We sometimes talk to ourselves as though this were a political organization and somehow through election there is patronage to be gained or there is political profit to be gained, all of which I can assure you from one who has been there is quite meaningless and unreal.

We become concerned with questions of representation and sometimes will sacrifice leadership in order to obtain that representation.

I must say that as one of your officers I am deeply proud of the response that we have had from the membership. You have taken our proposal with deep seriousness; many of you have not agreed. For that, I honor you. This is a democratic society. We believe that the means are more important than the answers. The fact that you have discussed it and come up with independent thinking is wonderful.

Substitute Resolution:

GLEN STANTON, FAIA (Oregon Chapter): I am sure we all join in saying that the Board and Committee worked diligently in this matter. It is a very complex problem. But we believe that since there is rather widespread questioning I would like to offer a substitute motion.

Resolved, That the Committee on Structure of the Institute be expanded to include representation from each region, charged with responsibility for:

- 1 Studying the Board's and other proposals on Structure.
- 2 Consulting with the membership.
- 3 Reporting to the Board of Directors in time for action by the 1961 Convention.

I move that as a substitute motion.

Action: The motion for the substitute Resolution was seconded by Samuel Lunden, FAIA, of the Southern California Chapter. Others who spoke in favor of the substitute motion were John Stetson of the Florida Association and Albert Goleman, FAIA, of the Houston Chapter. Walter B. Sanders, of the Detroit Chapter, spoke in favor of the original resolution.

The motion for the substitute Resolution was carried.

Further Proposed Bylaw Changes

SECRETARY CARROLL: On page 2 of the Official Notice of March 13, 1960 there is a suggested amendment to the Bylaws having to do with disciplinary matter and I shall simply read the amendment: Add the underscored words to Chapter XIV, Section 3 (a):

It shall be the duty of every member and of every Chapter of the Institute to bring to the attention of the Secretary *and be willing to offer testimony in support of* every case of alleged unprofessional conduct of which he or it is cognizant.

Action: The motion was carried.

SECRETARY CARROLL: On pages 3 to 15 inclusive there are Bylaw changes which I suspect the Convention prefer that I do not read. They have to do with changes in establishing new categories of membership, and on page 15 there are two general resolutions and it has been suggested that these resolutions be made three times, one each for the three types of membership to be placed under discussion.

Resolved, That the Secretary be and hereby is authorized to make changes in the Bylaws which will make them conform to the general form and intent of the foregoing amendments having to do with Associate Members.

PRESIDENT RICHARDS: Are you proposing that motion, Mr Secretary?

SECRETARY CARROLL: The motion is that we resolve that the changes as they appear on Pages 3 to 15 inclusive as they would affect Associate Members be approved. I so move.

Action: After considerable discussion from the floor the motion was defeated.

SECRETARY CARROLL: On the subject of National Student Mem-

bership in accordance with recommended Bylaw changes as indicated on Pages 3 to 5 inclusive, I so move.

Action: The motion was defeated.

SECRETARY CARROLL: The third and final motion having to do with professional affiliates, Resolution being based on the adoption of the related Bylaw changes included in Pages 3 to 15 inclusive for Professional Affiliate—I so move you.

MR. WILL: I would like to speak to the motion.

I am just a little bit distressed that no one has debated these questions—at least on the pro side. There are things I think that need to be said.

This is an attempt by a subcommittee of the Board to present to this Convention a membership schedule which will bring into proper relationship, we think, with our National Body not only those who are architects, but those who will become architects. We now have a relationship with our students nationally. They have a national congress in Washington and we care what happens to these students. We think the parent body is concerned with their welfare as much as the Chapters. There are problems that are uniform across the nation.

We offer architect-in-training programs. We feel this is a concern nationally.

In the case of the affiliate members, this becomes a separate category and cannot be debated in quite the same terms, but I think it is worth saying that the purpose back of it is to invite as guests to our family table those in the design professions with whom we work daily in the practice of architecture. They are our friends, our associates. We are not making them corporate members. Their obligations and duties are limited but it gives some of our friends a place to go. It says we regard you as respected members of the design team.

Many of these groups really have no home, at least no home where their art can be appreciated. Structural engineers are not always too happy with their professional groups — mechanical groups — the way the mechanical engineers are splintered. They feel more at home with the architects. The work they do is certainly a basic part of our

building. There is a great deal to be said in favor of their joining us, making them welcome at our meetings though they are not architects. We think there is reason for their affiliating with us.

JAMES M. HUNTER, FAIA (Colorado Chapter): I should like to back up what Phil has said to you about these affiliate members and I speak as Chairman of the Committee on the Profession.

One of the things that we believe we have detected in our relationship with our consulting engineers is a certain aloofness about us and our organization which they resent.

After two years of study, and in consultation with those consulting engineers, we came to the conclusion—and it was one of our recommendations to The Board—that these consulting engineers could be brought into our organization as affiliate members.

We would have a great deal less trouble than we are having now in some areas with the engineers attempting to take over architectural practice. Actually, these consulting engineers are the smallest segment of the entire engineering profession. Their practices are dedicated to us, not their fellow engineers. They are the lost sheep in the engineering professional societies but are really very closely akin to us.

We feel if they were brought into the AIA as affiliate members so that all of us who are involved with the construction and design of buildings could be one family instead of a split group, we would gain a great deal against the future.

If any of you are worried about their taking us over, note that the recommendation, the recommended Bylaw change, keeps the power of The American Institute of Architects in the hands of the AIA corporate members and they are not coming in as corporate members. They do not have the right to put AIA after their names.

It is a device to tie these very closely affiliated professions to us which we believe would create a great deal of harmony, goodwill and prevent a lot of difficulty which we can see in the future.

GEORGE VERNON RUSSELL, FAIA (Southern California Chapter): I take issue with Mr Hunter's feeling that recognition to the engineers would necessarily placate them. I think it would aid and

abet them in making inroads into our profession. With that second handle I feel they could pry the door open a little further.

Furthermore, I feel we should have had this discussion after Thursday morning's session, after hearing Dr Parkinson, who has rather interesting views on size.

I am against enlarging the Institute. I am against this organization elephantitis. I prefer to be aloof.

Action: After lengthy discussion,

engaged in principally by Robert Durham, FAIA, of the Washington State Chapter; John Stetson of the Florida Association; Director U. Floyd Rible, FAIA, of the California District; First Vice President Philip Will, Jr, FAIA; Morris Ketchum, FAIA, New York Chapter; W. Newell Reynolds of the Buffalo-Western New York Chapter; Harmon H. Goldstone of the New York Chapter; and L. Bancel LaFarge, FAIA, President of the New York Chapter, the following substitute

motion was passed, proposed by Philip D. Creer, FAIA, of the Central Texas Chapter:

The subject of membership classification be referred back to the Board of Directors for assignment to a committee for further study in which advice of all regions shall be sought; and further, that report of such committee be made available to the membership prior to the 1961 convention, at which time the matter shall be resolved.



RESOLUTIONS

Resolution No. 1. "Resolution of Appreciation"

Whereas, The American Institute of Architects has enjoyed to the utmost its 92nd Annual Convention, held in San Francisco, California in 1960; and

Whereas, Everyone responsible for the conduct of this Convention and the very enjoyable phases of entertainment and education has carried out his duties with enthusiasm and great afficiency, therefore be it

Resolved, That the members of The American Institute of Architects express their deep appreciation and gratitude to the California Council of Architects, to the Northern California Chapter, its officers and Committees, to the gracious hosts who have expended such great effort in our behalf; to the members of the Women's Architectural League; to the Producers' Council for its splendid materials exhibit and gracious entertainment; to the speakers and participants in seminars; to the members of the AIA staff who have served so willingly and efficiently in carrying out the details of the Convention; to the City of San Francisco and its gracious Mayor; and to all those who have contributed in any way

to the success of this Convention, and be it further therefore

Resolved, That the Convention especially commends the architects in the area who invited guests to their homes for Hospitality Night, as this was a tremendous undertaking and one which had never been done before *during* the course of a convention.

Action: The Resolution was approved.

Resolution No. 2. Submitted by the Chicago Chapter: "Endorsement of a Comprehensive Plan and the Creation of a National Monument in Northern Indiana."

Whereas, The Metropolitan area along the southern shores of Lake Michigan has felt the tremendous impact of growth within the past few years and may be expected to double in population within the next ten to fifteen years, and

Whereas, It is imperative that development and growth in the area stretching along the shores of Lake Michigan from Michigan to Wisconsin, should be correlated with the regional planning of the Chicagoland area, and

Whereas, Although further expansion of industry is now actually

in progress and contemplated in this highly industrialized region, there is still a considerable portion which has more than local importance in that it has retained wilderness character, possesses unusual historical and scientific interest, and has great recreational possibilities, and

Whereas, This unique area is in the direct path of the before-mentioned expansion, and

Whereas, The Indiana Society of Architects has accepted the leadership for planning in this area and has endorsed the promotion and preparation of a comprehensive regional plan prepared by professional planning at the earliest possible time so that the various land interests may be adjusted to their proper relationship including the preservation of the unique Indiana Sand Dunes area, therefore be it

Resolved, That The American Institute of Architects assembled in this convention endorse the promotion and preparation of a comprehensive regional plan and further that this convention support the effort before the Congress of the United States to create and effectuate a National Monument of the Indiana Dunes area.

Action: After lengthy discussion, a motion was made by Walter B. Sanders of the Detroit Chapter that "this be referred to the Committee on Historic Buildings." The motion was carried.

Resolution No. 3. Submitted by the Chicago Chapter: "Requesting The Board to Establish a Committee with Regard to Defining the Responsibilities and Liabilities of the Architect."

Whereas, The Architect is the coordinator and leader of the building industry and this leadership entails responsibility to those who use and benefit from his services, and

Whereas, The recognition of the Architect's responsibility is increasing at a rapid pace, and

Whereas, Our present definition of this responsibility appears inadequate and at times improper, therefore be it

Resolved, That the Board of Directors of The American Institute of Architects be requested to create a proper committee with available counsel and finances to evaluate, define, determine and establish the scope and areas of responsibilities and liabilities of the Architect.

Action: Referred to the Board of Directors and further referred by the Board to the AIA-EJC Subcommittee on Professional Liability.

Resolution No. 4. Submitted by Buffalo-Western New York Chapter: "Suggestion in the New Structure of the Institute Regarding Continuation of Student Membership after Graduation."

Whereas, The Proposed New Structure for AIA provides in Chapter II, Article 2, Section 1, that Student Membership may continue for two years following graduation, and

Whereas, Many graduates will have to spend two years in the Armed Forces before entering into the practice of Architecture, and

Whereas, Many states require three years' experience under the guidance of a licensed practicing

Architect prior to examination for license to practice in his own name, therefore be it

Resolved, That the Buffalo-Western New York Chapter urge the Institute in Convention Assembled at San Francisco, California, to amend Chapter II, Article 2, Section 1, to read *five* years following graduation.

Action: The Resolution was referred to the Board with the consent of the sponsor, and referred by the Board to the Committee on Structure.

Resolution No. 5. Submitted by the Buffalo-Western New York Chapter: "Opposing the Creation of Professional Affiliate Membership Classification."

Whereas, The Proposed New Structure for AIA provides in Chapter II, Article 4, for a new type of Institute Membership called "Professional Affiliate," and

Whereas, Such affiliates could more readily misrepresent their actual status in relationship to the Institute, and

Whereas, Such abuse of membership at Chapter level has occurred in the past, therefore be it

Resolved, That the Buffalo-Western New York Chapter urge the Institute in Convention Assembled at San Francisco, California, to delete Chapter II, Article 4 in its entirety together with all reference to this classification in other Sections, Chapters and Articles.

Action: This Resolution was no longer appropriate, since the matter had been acted upon, but the proposed Resolution will be brought to the attention of the Committee on Structure.

Resolution No. 6. Submitted by ASC-AIA Delegates: "Requesting

the Board to appoint a Committee to Study Bylaws Regarding Student Membership."

Resolved, That the Board appoint a Committee to study the Bylaws regarding the Student Membership in the AIA until the next AIA National Convention and that once appointed, it be given our recommendations, and that the present proposed amendment Chapter II, Article 2, Section 1, not be passed but sent to the Committee for further study.

Action: This Resolution was referred to the Board, which referred it to the Committee on Structure.

Resolution No. 7. Submitted by the Committee on the Preservation of Historic Buildings: "Advocating the Preservation of the Old US Mint in San Francisco."

Resolved, That The American Institute of Architects reiterate its support of the proposal to preserve the old United States Mint at Fifth and Mission Streets in San Francisco, California, as a major architectural landmark of the Western part of the country.

Action: The Resolution was approved.

Resolution No. 8. Submitted by Dean Philip N. Youtz: "Congratulations to the Brazilian Government."

Resolved, That The American Institute of Architects send its Congratulations to the Government of Brazil and to Architects Lucio Costa and Oscar Niemeyer on the Dedication of the new Capital of Brasilia.

Action: The Resolution was approved.



CONVENTION PERSONNEL

<i>Recorder</i>	Solis Seiferth, FAIA
<i>Alternates</i>	John Pritchard, FAIA Robert Hutchins, FAIA
<i>Credentials Committee</i>	Charles Marr, FAIA Angus McCallum, AIA Walter Scholer, AIA
<i>Alternate</i>	Howard Morgridge, AIA
<i>Ex Officio</i>	J. Roy Carroll, Jr, FAIA
<i>Resolutions Committee</i>	Edward L. Wilson, FAIA, Chairman William J. Bachman, AIA Richard D. Butterfield, AIA Robert H. Levison, AIA Wayne S. Hertzka, AIA
<i>Alternates</i>	Harold W. Goetz, AIA Oswald Thorson, AIA William W. Eshbach, AIA
<i>Ex Officio</i>	J. Roy Carroll, Jr, FAIA





A Report on Your Profession

PREPARED BY THE AIA COMMITTEE ON THE PROFESSION

For two full years a Committee on the Profession, appointed by the Board of Directors in November 1957, has studied the problems of architectural practice. This is the substance of its report which was made to the Board recently. Besides James M. Hunter, FAIA, chairman, committee members include Herbert L. Beckwith, FAIA, Perry B. Johanson, FAIA, Vincent G. Kling, FAIA, Frank R. Slezak, Hugh A. Stubbins, Jr, FAIA, and Edmund R. Purves, FAIA, Staff Representative

► The day-by-day changes in modern society which influence social structure, governmental function, technical advance, industrial growth, cultural concepts, and economic development demand the profession's constant evaluation. It must have it if architecture is to serve society.

The structure, objective, and program of The American Institute of Architects, also need constant reappraisal if they are to properly serve the architectural profession.

The educational program, which will be involved with problems we may now only anticipate, needs a comprehensive school curriculum and a realistic internship inspired by aggressive leadership and firm direction on the part of the teachers and the profession.

Historically, the Institute has from time to time appraised its position and that of the architect and attempted to adjust to it. Notable was the evaluation by the survey commission appointed by President Walker in 1950 culminating in the "Architect at Mid-Century."

Succeeding presidents have appointed committees to study and restudy these recommendations and to seek new and fresh thinking in this complex situation.

The work of the "Committee on the Advancement of the Profession" under the able chairmanship of the late Thomas Locraft provides a penetrating insight and its report has been used extensively for reference and inspiration by this committee.

INFLUENCES WHICH ARE CHANGING THE STATUS QUO

In the considered judgment of this committee the long-range effectiveness of The American Institute of Architects cannot be evaluated, nor can constructive changes be suggested, without full consideration of the ethics, objectives, and methods of practice of the individual architect in this changing society.

In our opinion, the following trends and projections can, have, and will change architectural practice:

a *Social Influences:*

Our social structure must change as our population "explodes." Our population will have doubled by 1999. We will then need as many more buildings as now exist and we will have replaced more than half of the now existent buildings. This time is only one "forty-year mortgage" away. Twice as much raw land will have been urbanized and the problems of transportation and communication proportionately increased.

Such a concentration of urbanization can mean only more and more regulation, control, direction, and influence by local, state, and federal governments. The workings of our democratic process will, certainly, be more and more influenced by pressure groups and "organized fronts" in order for the common man to obtain his political, social, and economic objectives.

With more government needed to control such a density of population, we can expect, surely, more broad-scale planning by government for the use of our natural resources, our social pattern,

our economy, our land use, and even our physical facilities in order to adjust the explosion of population to the land.

Will such an increase in activity on the part of government mean that it will eventually take over architectural functions—land planning, design of housing, schools, federal and state buildings, urban renewal developments?

Will the "organized fronts" recognize the design skills and planning abilities of the architect or will they expect such services from the government?

Are we as a profession qualified to cope with such broad-gauge planning problems? Do we know enough about land use and economics to be able to hold ourselves out as professionally competent to handle them? Are we established in the minds of the "organized fronts" as the proper vehicle to do them?

b *Technical Influences:*

Our technological advances, together with our expanding industrialization, are creating drastic changes in manufactured building materials, marketing methods, and construction techniques, as well as our own concepts of design.

Already, industry is providing the market with prefabricated building elements as well as total buildings and design services which are in whole or in part in direct competition with the existing practice of architecture.

Are we actually qualified as designers to cope with this technical advance? Is our position in

this picture still that of "the master builder"? Is there danger of our becoming captive to the industrialist as an assembler of pre-designed parts over which we have no design control? Is the "total man-made human environment" to be a willy-nilly, unplanned result of the business entrepreneur's activity and exploitation?

c *Cultural Influences:*

Our cultural concepts are obviously changing with our rising standard of living and the leisure time that the shortened work week provides. Cultural growth and an increased interest in the environmental arts have historically accompanied a high standard of living and leisure time.

This matter of wealth and leisure as a social force is subject of a *Life* magazine special edition (December 28, 1959) in which the points of view of business, education, and planning are set out by Devereux Josephs, of the New York Life Insurance Co.; A. Whitney Griswold, President of Yale, and Victor Gruen, architect and city planner. They express concern for our "artistic competence," our "esthetic powers" and the sordidness of our "public living standards" at the expense of "our possessions." *Life's* is only one of many such expressions.

This concern and this awareness are encouraging—our society is ready for leadership; it needs leadership to show the way.

Is the architect associated in the minds of the public as the creator of the environment for the "good life"? Is the architect considered to be an "artist"? Is the profession maintaining its historic role of "impresario of the arts"? Is a building thought of as the vehicle for the disciplined expression of the painter, the sculptor, the artist? Should "art" not be of the architecture—of the total physical environment—an integrated part of the "good life"? Is our society at last aware of the "mess" it lives in?

d *Economic Influences:*

With the private fortune being supplanted by the corporate wealth of the nation, we can expect the financing of buildings as well as large-scale projects to be accomplished by government or "corporate client" to whom the packaged product, more often than not, becomes more important than the ways or means of attaining it.

No longer are architects asked to design for the needs or tastes of the individual. Seldom are the needs or tastes of the individual, as a client, expressed in our architecture. The client is no longer a person—he has become a committee, a board, an agency. We must learn to know our new client.

With our increased wealth and in order to keep an expanding economy, business entrepreneurs have invented, fostered, and sold to the public the "package deal" as a marketing device which extends from the frozen TV dinner through every facet of our economic life, including prenatal medical care and investment portfolios.

Industry and commerce have accepted the "package deal" as a device for the construction of buildings—particularly where lease-back and other legitimate tax evasion are involved.

The "package dealer" has forced an inroad into the practice of architecture which has caused the profession considerable concern. In answer to a questionnaire sent out by *Architectural Forum* in the fall of 1958, some 2,000 architects expressed grave concern while only 56 said that "the package dealers are unimportant."

Can the architect compete against such a device? Is his fate that of becoming captive to the promoter? Is his position as agent of the client unacceptable? Should the architect become a package dealer himself? Is he equipped technically to do this? Does he know about land development? Does he know about economics and building finance?

CONCLUSION

We believe that never before has such a challenge faced the profession. The total environment produced by architecture in the next forty years can become greater than the Golden Age of Greece, surpass the glory of Rome, and outshine the magnificence of the Renaissance.

Such an era is possible, *provided the architect assumes again his historic role as the master builder.* In such a role he must retain the basic control of design, not only of individual buildings but of *all* design involved with man-made environment.

We believe that today the architect, while enjoying the highest professional status in history, may be losing rather than gaining ground. In our opinion, we must re-define the objectives and responsibilities of the profession of architecture to embrace the control of the design of the total "man-made physical environment"; re-orienting the profession so as to expand its horizons and its standards and methods of practice; and urge every architect to assume community leadership in all matters which influence or determine the planning and development of his community, in close cooperation with his fellow architects. Such leadership should be expanded into regional, state, and national areas of influence as appropriate.

WHAT DOES SOCIETY EXPECT OF THE ARCHITECT TODAY?

a *As a Businessman:*

Under our democratic system, society assumes that business is profitable, advertising is truthful, merchandise is guaranteed, and prices are fair and competitive. Society likes to think that the competition created by such a system makes the system "self-policing."

Since society is realistic, however, it also feels the need for pure food and drug acts, a Bureau of Standards, anti-monopoly legislation, Chambers of Commerce, and Better Business Bureaus. Society "believes" but doesn't quite "trust" business.

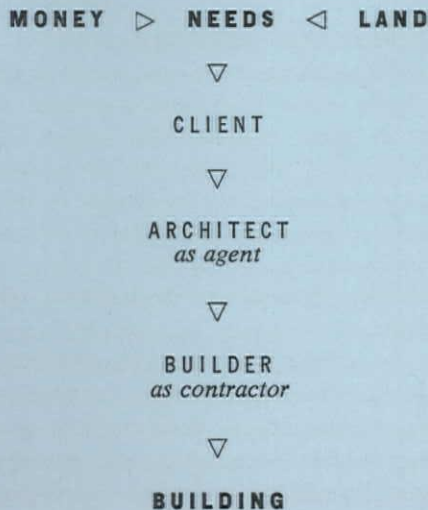
Society, by and large, has very little individual contact with any profession other than the medical.

Society, by and large, looks at us first as businessmen—its first judgment of us is by the same standards it uses to judge the merchant; this judgment will not be changed by insistent denials on our parts. We are in large part businessmen and the image of us in such a role leaves much to be desired.

If we think of architecture as being the result of some kind of maneuvering of "needs," "land," "money," and "know-how," the pattern of practice whereby the client comes to the architect with "needs, money, and land" seeking "know-how" and making of the architect an "agent" for the manipulation of these factors into a building, we have the historic pattern of practice which has existed in this country since the restoration period following the Civil War and the inception of The American Institute of Architects.

It is to such a pattern that our existing concepts of practice, our ethical code, our documents, and our operational procedures are directed.

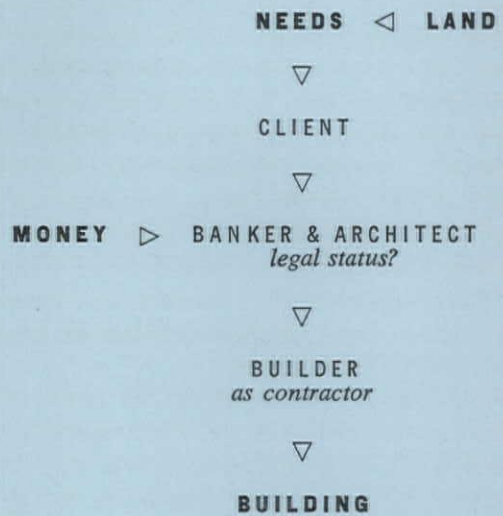
The Accepted Pattern:



Our ethical code is based on the code of the "English gentlemen" which comfortably and conveniently adapts itself to the legal concept of "agency" whereby the architect becomes the client's alter ego in an area in which the client is neither trained nor experienced and, thus, the architect becomes bound to the client and his interests.

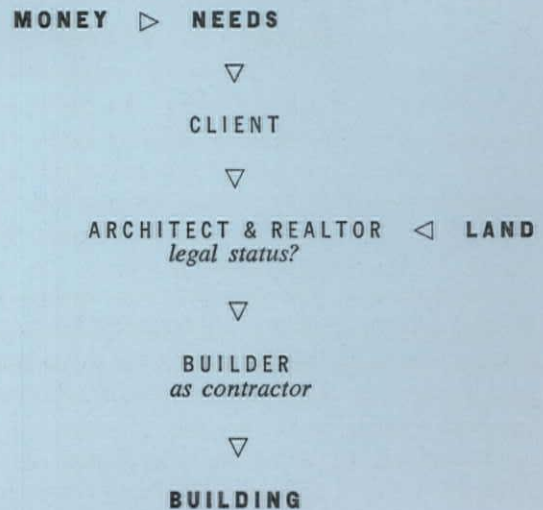
In today's society, a client with "needs, money, and land" is the exception, generally, rather than the rule, and the architect is asked and expected to become involved with the financing of projects and the temptation to team up with the banker is very real, as in:

Alternate Pattern A:



Or to become involved with the promotion and development of land for buildings and the temptation to team up with the realtor is very real, as in:

Alternate Pattern B:



as, or something better than, the package deal.

In determining how the architect's practice should be oriented to meet this basic business challenge, we are immediately confronted with our own ethical code and our concept of "agency."

It is difficult for us to conceive of ethical conduct on the part of the architect where agency does not exist and profit is the only motive.

This agency concept seems to be the root of professionalism and the hallmark of the practice of medicine and of law.

The practice of architecture in many countries, however, is not based on "agency." Witness Mexico and other Latin-American countries; Europe; and the Scandinavian countries. It cannot be said that the architectural profession is without ethics or that its ethical conduct is lessened by the legal arrangements under which the architect operates in those countries.

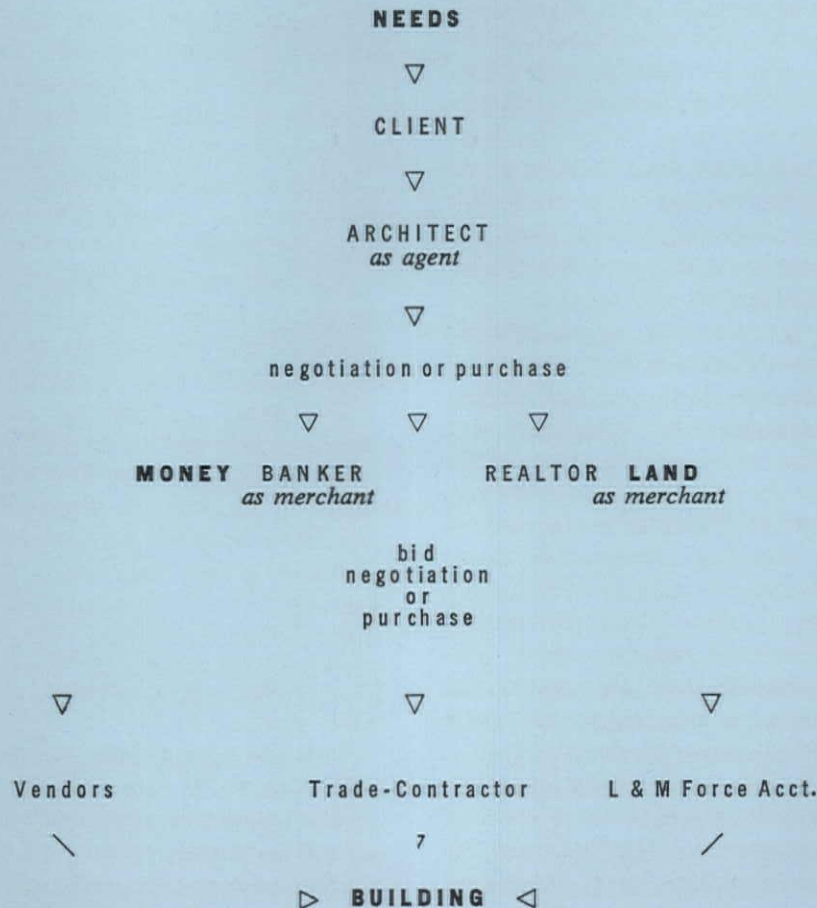
The clarity of the legal aspects of this agency concept and the ease with which the ethical code can be policed under it is a very real advantage to the profession, but it has little or no meaning to the public at large.

Almost every business enterprise, whether it be manufacturing, merchandising or trade, makes a great "to-do" about ethics and the market is flooded with warranties, guaranties, and statements of righteousness backed by replacement of merchandise, bonds, or money-back guarantees.

In the eyes of the courts, the normal fixing of responsibility long associated with "agency," per se, is changing to the extent that the particular kind of agency existing between architect and client and the consequences of the acts done by the architect as "agent" of the client in designing a project, in supervising its construction, and in inspecting the work of the contractors, tends to fall upon the architect and not on the client.

The courts have even held in recent decisions that the architect is responsible for the safety of the workmen when using a particular methodology specified by the architect, or for the malfunction of equipment specified by the architect. There are also court cases attaching the responsibility for the *quality* of the completed building to the architect even when it is the result of the acts of the contractor.

The New Look:



Agency, however, is completely defensible as a method of operation and as a policeable device on which to hang an ethical code. It is a tried and true way of life for the architect.

The abandonment of the agency concept would, in our opinion, be wrong and very unpalatable to the profession. It has been with us too long and it is too basic to our concepts of professionalism.

By retaining the concept of agency but re-examining our ethical code, our methods of operation, and our concepts of practice, we may be able to produce something the public has learned to expect that is as good as or better than the package deal. This approach seems to be the best solution to this dilemma.

It might mean that the architect must accept as his fellow teammates, the banker and the realtor and, perhaps, even the builder.

The architect would remain the agent of the owner but by mutual consent, he would be free to negotiate with and to "package" the services of these various specialists in the owner's interest. The pattern of such a practice would actually be nothing but an expansion of that which now exists. The architect has, as a part of his team, the structural engineer, the mechanical engineer, the electrical engineer, the acoustical expert, the soil consultant, and so forth. He either absorbs their fees into his own fee, but at a higher rate, or asks the owner to pay for them directly. When he absorbs these fees into his own, he is, literally, creating "a package."

The architect may even have to become the agent of the promoter, the banker, or the realtor. They would then become the "client." Less and less frequently in today's society is the "occupier" of a building the "owner."

The pattern of practice, then, might assume a new look as shown on the bottom half of page 121.

We have now maintained the architect's professional status, but permitted him to negotiate with the banker and the realtor as the agent of the client. We have also freed him to purchase, negotiate, or accept bids from a general contractor or from vendors and trade contractors, or to build by force account—all as agent of the client.

We believe that all these things are possible under an agency concept and our ethical code so long as all transactions are done as "agent" for the "client" for a pre-arranged fee and there is no additional profit motive involved.

The architect has been and will be, more and more, asked by his client to name an estimate of cost and even to guarantee it. A "guarantee" is quite a departure from the legal concept of

agency since the cost depends on the labors and services of many people and on the fluctuations of the market for supply.

Although the architect is in touch with all of these factors involved in the "fixed price," we are all of us reluctant to accept such responsibility.

This committee believes, however, that the architect *must* be in position to guarantee his estimates if he is to be truly competitive with the package dealer.

We believe that he can guarantee, in the sense that he agrees by his contractual relationship with the owner to revise his contract documents, to re-design, to re-study finish schedules, and/or to negotiate costs "free of charge" should the actual costs vary by more than a prearranged percentage of the architect's estimate.

Many offices already do this. Many offices are already forced to do it by their governmental and corporate clients.

This guaranteed price, promoted by aggressive and skillful salesmanship, is the only *real* advantage the package dealer has over the architect in the competition for services.

Let us not be deluded into thinking that it is not exploited to the fullest in his "sales pitch."

b *As a Professional:*

Society's opinion of the architect as a professional is currently very high, if we are to believe the *Chicago Tribune* research on the subject. This analysis places the architect at the very top of the professions in terms of *status*.

Such a position is embarrassingly pleasant for the profession and one which we would like to keep and to enjoy.

We feel that this "image" should be viewed by the profession only as a picture of what we *might be* and that serious and concerted efforts should be made toward truly attaining it.

The image connotes that we are expert, that we have real and workable knowledge of every technical advance, and that we are actively engaged in research, in investigation, and in self-education—that we are the "Master Builders."

But is it the truth? As a profession, are we keeping abreast of technology? Have we an adequate research program? Are we interested in furthering our own skills? Have we an organized system of post-graduate education?

CONCLUSION

The profession must realistically face the society it serves and adjust the extent of its professional services, the methods of its business

operations, and the direction and force of its leadership to meet society's needs and expectations.

The architect must again assume the role of the master builder. To do this, we must investigate the changes in and/or extensions of our ethical code and standards of practice to permit such an expanded concept of professional practice and business procedures—keeping in mind the problems of both the small and large offices and the fact that full choice of the extent of the services offered must remain with the office itself. We must re-study our existing documents for necessary revision, and prepare additional ones to meet these concepts of expanded services, estimate guarantees, etc. We must investigate the costs of rendering such added services and work out an additive fee structure to cover the added service which will insure adequate compensation to the architect. We should prepare and publish a comprehensive bibliography and outline of ma-

terials pertinent to the proposed added services and, as soon as reasonably possible, prepare a series of short study courses and seminar materials suitable to the Architect-in-Training program and to the post-graduate use of the profession. We should study the problem of building cost estimating by state, regional, and geographic trade regions on the basis of a method of preliminary estimating for various building types and structural systems, and on the basis of a reliable system for final pre-bid estimates as a quantitative analysis so that cost factors can constantly be kept up-to-date and made available.

We should have legal counsel make a study of the "agency" concept regarding the legal obligations and responsibilities of the architect under it to the end that the architect will know his responsibilities and liabilities under the law. We should further review our documents and methods of operation to protect the architect from unwarranted liability and responsibility.

HOW SHOULD THE ARCHITECT BE TRAINED?

This committee recognizes, concurs with, and heartily approves of the very excellent work being done by the Committee on Education and, particularly, its cooperative liaison with ACSA and NAAB and its promotion of the teachers' seminar and teacher recruitment activities.

Our discussion here is intended as a long-range projection and in no sense as criticism of the Education Committee's or any committee's accomplishments or of the projects on which they are now working.

This committee feels that the profession of architecture, through The American Institute of Architects, has both a moral and a financial responsibility in the total picture of educating both the practicing profession and the oncoming generations who will become the profession.

This committee feels that failure to face this problem, not only in terms of our interest and guidance but in terms of financing, would be a miscarriage of our professional responsibility.

We feel that The American Institute of Architects must take a more active and aggressive part in the educational picture, in teacher recruitment and in teacher training, as well as in the academic programs of the schools of architecture, in the Architect-in-Training program, in the young architects' registration and licensing, and in the practitioners' post-graduate development.

The funds necessary to accomplish this total purpose should be considered as a high-priority item of the yearly budget, ranking in importance with the national convention.

This committee sincerely feels that the problem of educating the architect, or any other "professional," must be a *continuing process* beginning with recruitment during the young man's high school career and ending *only* upon his retirement from practice.

We feel that this continuance of education and development is the main difference between a profession and any other means of livelihood. It is the obligation placed on us by a society which grants us the privilege of calling ourselves "professionals."

We see the following weaknesses, problems, and shortcomings in this total picture:

a *Indoctrination:*

This committee feels that there is a marked lack of indoctrination into the profession not only for the young men beginning their careers but amongst the older practitioners as well.

Indoctrination has become an ugly word in the minds of many as the antithesis of education or as a kind of "braining washing." We do not mean it in this sense but rather in the sense of *moral conviction* concerning the dedication of purpose

and the desire to comply with our ethical code, our standards of practice, our obligations of professionalism, and our responsibility to society for the total man-made human environment.

The indoctrination of a doctor into the medical profession or a lawyer into the legal profession has long been established by a pattern of training and the historic dedication to the concepts of professionalism. The "Oath of Hippocrates" and the "Acceptance before the Bar" are real and meaningful devices in this molding of attitudes, and, while we have neither device in the architectural profession, we feel that much could be done which is now neglected.

b Education:

This committee feels that there is a real tendency in the schools of architecture and the programs with which they are involved to be isolated from the reality of architectural practice. We are encouraged by the work of the Education Committee and the cooperative attitude of ACSA and NAAB with the profession. We are delighted with their decision to maintain offices at the Octagon where complete liaison and constant cooperation and understanding can logically develop between the profession and the schools. This, we feel, has been a great step forward.

We feel that the Institute should make every effort, including subsidy of the cost of office space, staff, publication facility, mailing, etc., to assist both the teachers and the accrediting board with their tasks but should in no sense dominate nor interfere with their academic freedoms.

We feel that the ideal climate for the teaching of architecture is for the profession to consider the teacher as a fellow architect who is teaching and for the teachers to feel that their fellow architects may be called on as necessary or desirable to teach.

We feel that the teachers of architecture can and should be of real service to the profession in assisting with the Architect-in-Training program and with the post-graduate educational program of the Institute. The profession should call on them and pay them for the preparation of course materials for both the Architect-in-Training program and the post-graduate program.

We feel that the schools of architecture should be opened to the profession and the profession should feel free to use the schools for seminars, short courses, conferences, etc., reimbursing the school and the faculty involved for their services.

We feel that the schools of architecture which are accredited should each maintain a student

chapter of The American Institute of Architects, and that the student chapter should be integrated with the school program and with the local sponsoring chapter, so that the student chapter's program will include program materials on the subject of ethics and professionalism, inspirational talks by practicing architects, discussion sessions, and seminar meetings on current architectural problems. In fact, they should be a training ground for the profession.

Schools antagonistic to such a program or uninterested in it, in our opinion, do a marked disservice to the profession they espouse.

We believe that the schools of architecture should be conducting active research programs in basic, environmental, and architectural areas and that The American Institute of Architects should encourage such effort, contact industry for funds, and assist the schools in determining the areas for such needed research.

We believe that the teachers of architecture in accredited schools of architecture should be encouraged to do independent practice, to write, to do research, and to be actively engaged in the work of the profession as their interests may appear, and that The American Institute of Architects should defend these rights through the schools and establish a policy encouraging them.

We feel that the faculty members of the schools of architecture should be members of the local chapters of The American Institute of Architects—corporate members where they carry licenses to practice, and associate members where they do not—and that the Institute should arrange its dues schedule for such memberships commensurate with faculty salaries.

We feel that the schools should recognize the extensions to architectural practice proposed in this report and that they should take steps immediately to expand their course material to include fundamental courses in economics, land use and development, taxation, and building economics and finance.

We feel that many of the schools of architecture are tending to "splinter" course materials into more and more courses of less and less basic value to the student, and that, generally, the architect should be educated on a far broader base in the humanities, social studies, economics, etc., leaving the "splintered" technical subject matter to the "Architect-in-Training" period. We propose that this become a subject for discussion in the Education Committee in cooperation with ACSA in order to bring the course objectives into more realistic focus, and define the areas to be

covered by the Architect-in-Training program and the materials it should be providing.

We feel that the schools of architecture as well as the profession are inclined to glorify the *designer* at the expense of equally as dedicated, equally as important contributors, and equally as professional members of the total architectural profession, who specialize in the structural, mechanical, acoustical, or electrical aspects of buildings, and that such hero worship is detrimental to the best interests of the total profession.

We feel that the school of architecture should undertake the training of the specialties of practice in the fields of structural, mechanical, electrical, and acoustical interests where possible and otherwise to maintain close cooperative liaison so that all areas will be focused on a single goal.

We feel that the profession must take a very stern attitude toward the non-accredited school of architecture, particularly where little or no effort is made to become accredited. We feel that a non-accredited school renders a marked disservice to the profession and should not be tolerated.

c *Internship:*

The Architect-in-Training program so enthusiastically begun and received a few years ago has *not*, in our opinion, developed beyond the skeletal stage of the original outline nor has it gained enough effectiveness to be of any real value.

We feel that the skeletal form is probably, in the main, satisfactory but that it should be re-studied for framework and then richly fleshed by course materials pointed directly to the examination for registration, to the practical aspects of practice, and to the development of skills and judgments of actual construction methods.

We feel that the NCARB should not only endorse the program but should require candidates for examination to present their experience on the Architect-in-Training forms and direct their examinations to cover the materials presented in the program.

We feel that the local chapters of the Institute should take an active interest in this Architect-in-Training program, should devote time and effort toward organizing seminars and short courses for the Architect-in-Training program covering the materials of the program, and should create an organized system of job and experience opportunities for the enrollee.

We feel that the Education Committee in close cooperation with committees from NCARB and ACSA should review and attempt to coordinate the program in an effort to create an organized connection between school and licensing in which

the enrollee can feel secure and with which he can feel accomplishment.

Apathy toward continuing programs of education, training, and development cannot be tolerated. We must have a realistic Institute program and effective leadership. Corrective measures are needed both in the leadership required to move the profession to interest and action and in the Institute program to provide the means.

This committee has met with the chairman of the Research Committee and with members of both the Research and Science in Architecture Committees. We agree with and endorse their broad objectives and recommendations.

We feel that the Institute should undertake a realistic and expanded program in basic research in the environmental arts and in basic architecture employing competent researchers and staff for the work and calling on industry, the interested foundations, and the membership for financial support.

We feel that the Institute should co-sponsor research in basic areas wherever the opportunity permits and the circumstances are on a professional base.

We feel that the Institute should continue to maintain a research advisory service, expanded beyond present concepts, whose job it would be to encourage and to direct inquiry from industry, contractors, and materials manufacturers into the proper channels for adequate and good research, assigning such projects to the schools of architecture, to its own staff, or to commercial enterprise.

We feel that the Institute should continue its work and intensify it in the area of regulatory codes aimed at human welfare and safety and to take a positive and firm stand toward updating such codes in pace with the technological advance. We feel that this is primarily a *staff* job for technically-trained personnel guided by policy of one committee only—not as at present with several, all involved with human safety.

We feel that the Institute should continue its interest in products, control and research, encouraging this kind of research to be done by industry itself under the direction of and the sponsorship of the AIA.

We feel that the results of all of this research should be made available to the profession in periodic publications and in short-course and seminar materials in order to keep the profession abreast of the advance.

The profession must be brought to a full realization of its professional obligations to educate from recruitment to retirement.

In this rapidly evolving society, social, technical, cultural and economic influences create, in our view, very real, difficult, and pertinent problems for both the profession and for The American Institute of Architects.

These are problems which require decision, aggressive action and persistent attention if we are to establish the Institute "as the comprehensive, authoritative force and voice of the architectural profession and a dominant factor in the construction industry in the United States. . . ."

In the considered judgment of this committee, the leadership of and within The American Institute of Architects is a major problem requiring a high priority of attention, if the Institute is to become and remain the dominant influence in the construction industry, in American cultural life, and in the design control of the total man-made physical environment.

Certain changes in the organization, structure and objectives of the AIA also appear necessary, if the profession is to preserve the influence it covets but has not attained in the degree it proclaims. These changes are of great importance and lie in re-organization for an expanded program.

Since the future objectives and pattern of the Institute are the subject of this report, per se, only an attempt to identify, list and organize them into a workable pattern is contained herein. Such recommendations require further study and detailed considerations in the following broad areas:

LEADERSHIP OF THE AIA

By "leadership" we mean the active, aggressive, vocal leadership of individuals identified with the profession and the AIA and dedicated to the design of the total man-made environment and to the profession in its service to this society. It embraces the following areas:

- 1 Leadership of The American Institute of Architects as the spokesman for and as the coordinator of all the design professions concerned with total man-made physical environment
- 2 Leadership of the architectural profession as a planning and cultural force in the eyes of American society
- 3 Leadership of the architect as the "Master Builder" within the framework of the total construction industry
- 4 Leadership within the profession in AIA offices at national, regional, state and local levels
- 5 Leadership of the Octagon staff on the Wash-

ington political scene, in areas of cultural and technical advance, in research, in the control of technical standards and the standards of the profession's ethics and practice

6 Leadership within the profession as the coordinator of recruitment, education, internship, registration, and continuing professional development of the architect

The leadership of the individual is the essential ingredient at all levels of the Institute.

a At the National Level:

The men we nominate as national President and Vice-Presidents of The American Institute of Architects should be the most articulate, respected and best-known architects the profession can find. They should bring prestige and dignity to the office. They must be the effective spokesmen for all the design professions, for architecture as a cultural force, and the true leaders of the construction industry.

From time to time, the profession has enjoyed such leadership. All too frequently, in the opinion of your committee, leadership has fallen below such a standard.

The Vice-President should be considered as "President-elect" and in training for the office of President. The election contest, we believe, should be for the Vice-Presidency.

The office of Secretary and Treasurer should be filled with the care used by a corporation in the selection of officers who will be in control of an annual multi-million-dollar business budget.

b At the Regional Level:

Your committee has considered various possibilities for dividing and re-establishing the chapters and state organization into regions on a number of different bases, finally adopting the work of the Committee on Structure as being the best and most feasible solution.

While there are strong arguments and persuasive reasons to support any one of several concepts, it was unanimously agreed that the real criteria was the *leadership* of the regional head.

Whether there be twelve regions or ten or six—as has been proposed—the real crux of the matter, we feel, lies in the choice of the *particular* director, in his *effectiveness*, and in the tools with which he must work.

It is felt that a relatively small AIA Board of Directors composed of active, vigorous, and informed architects, familiar with the problems and concerns of their particular regions, is the right answer. We also concur that the title should be

changed to "Vice-President" to lend dignity and prestige to the office.

It is felt, further, that since leadership at the regional level is the *keystone* of the whole internal structure, the Institute is completely dependent on the effectiveness of regional leadership. It must *not* be "rotated" amongst the states of a region. It must *not* be considered as an "honor" to be awarded to a respected colleague. It must be "elected" from the total number of possible strong candidates within the region by a truly democratic process.

c *At Chapter and State Levels:*

The real "grass roots" organization of the Institute is at this level and the effectiveness of the entire AIA program is dependent on the leadership within local and state chapters. It is of the utmost importance to have vigorous, active, and informed leadership, professional assistance, and a streamlined, workable program.

The problem of the very small chapter as opposed to the very large chapter creates a great leadership difficulty. The small chapter is not apt to have enough people capable of leadership in all areas of the Institute's program. The large chapter is probably more fortunate in having a "stable" of possible candidates.

For this reason, it was felt that the number of officers and composition of the chapter board should be studied to permit flexibility and administration by few or many persons.

d *At the Individual Architect's Level:*

The leadership of *each* architect in his own community, his *own* area, and his *own* state is of the greatest importance.

Here, we believe, the individual members of the profession must awaken to their responsibilities. Membership on planning commissions, zoning boards, in civic and service groups—in fact, in any and every organization or movement which will identify the profession and the individual architect with art, planning, and culture is not only important but absolutely necessary.

STRUCTURE OF THE AIA

The structure of The American Institute of Architects has been the subject of a great deal of the committee's time not only in its own meetings but as a joint committee with the Board Committee on Structure.

This committee has studied the reports of the Board Committee on the Structure of the Institute and has met jointly with it to discuss this problem. This committee finds itself in accord and in

agreement with its work and findings and urges favorable consideration of its recommendations.

The National Council of State Chapters or State Organizations should become, in our view, a very real help in getting the Octagon to and from the "grass roots," and it will provide a workable system of conducting the Institute's business in a representative and democratic way.

Our present system of attempting to accomplish business from the floor of the national convention aborts the democratic process and results in ill-considered action, emotionalism and frustration.

In addition to the reorganization of the internal structure of The American Institute of Architects, we feel that the possibility of an external expansion in the form of a "Federation of the Design Professions" under the sponsorship of The American Institute of Architects should be explored.

We believe that not only should the AIA membership be opened to those of professional status who are closely integrated with us in the design of buildings, but that in addition the AIA should create the closest of liaison with the planners, the landscape architects, the highway engineers, the artists, and others involved with the design of the man-made physical environment through a "Federation of the Design Professions."

MEMBERSHIP OF THE AIA

This committee is highly in favor of the proposed program for an expansion of the membership in The American Institute of Architects to embrace all of the consultants and co-workers in the field who are of professional status, and the acknowledged artists, sculptors, and painters who concern themselves with the adornment of buildings as a special category of membership.

We believe that such an expansion of membership would be a tremendous advantage to the Institute and would do much to overcome the "exclusive club" concept which is in the minds of these consultants.

We favor, further, the nationalizing of the associate member, elimination of the junior associate category, the addition of the professional affiliate category, and a "one profession" concept—toward which concept a new membership structure cannot fail but to help.

In considering the membership structure of the Institute and, particularly, in directing the Institute's program and objectives to that membership, we feel that we should never lose sight of the fact that almost half of the practicing architects in the United States maintain small offices, in-

volved with projects which seldom require heavy consultant services.

FINANCE

In order to finance the expanded program envisioned here for The American Institute of Architects, the expanded membership and the added functions of the Institute's objectives, it is reasonable to assume that our yearly budget will double or, perhaps, even triple in size.

Such a financial burden cannot be handled by simply raising dues equally and uniformly across the board in all categories of membership.

We feel that it will become necessary to raise funds by means other than dues structure.

To this end, we feel that the corporate dues should, perhaps, be lowered to encourage more and more practicing architects or licensed architects employed or in an associateship status to become corporates.

It is our feeling that the corporate dues should be lowered to approximately \$25 per year in order to accomplish this objective, with the associate dues at, perhaps, \$15 per year, and the professional affiliates also at \$15 per year.

We propose that the additional funding required to meet the new budget could be raised by some system of charge against the architectural offices based on their Social Security payroll tax, which system would tend to equalize the AIA budget load in direct proportion to the advantages received from the expanded program and place the tax burden on those best equipped to pay.

The Institute's work in research and, particularly, its research services to industry can and should be paid for by industry just as the research done by the medical profession is, in large part, financed by the pharmaceutical houses and manufacturers of hospital equipment.

We believe that the federal government, in the interest of national defense, in the interest of creating a better environment, and in the interest of urban renewal and broad gauge planning, should take a very real interest in the kind of research the Institute is capable of doing. We feel that this potential source of funds should be explored along with industry and the foundations.

THE OCTAGON

In order to understand The Octagon, one must know its history, its tradition, and, above all, how it got that way.

In the eyes of the efficiency expert, it must look more like a scholarly gentleman's club than

a streamlined business operation. It does and, in our view, it *should* have an air of scholarly professionalism.

The pressures of a growing membership and the increasing numbers of jobs to be done for the profession have imposed severe demands on the staff.

In the face of this persistent adversity, the Octagon has continually come through, always met the emergency, and has represented the profession well and advantageously to government and to the public. The public appraisal of the profession and its status in today's society were caused by *design* and *work*, not circumstance.

The Board has charged this committee with the job of taking a "long, hard look" into the future. We are convinced that we cannot go on as we have in the past if we are to meet head-on the challenges the future holds—not only the increased membership, but the tremendously increased services to be provided.

a *Physical Plant:*

In our view, the physical plant provided at the Octagon in the administration building and the remodeled "stable" is wholly inefficient and inadequate now and will be increasingly more so in the years ahead. We need more space, better space, more efficiently disposed space, and a "new look" physically to meet the challenge of the future.

With the federal government's interest in the land surrounding us and its already expressed interest in our own properties, we have no guarantee against the government's taking us over by the right of eminent domain for future federal buildings.

While the old Octagon House has been a source of joy, satisfaction, and prestige because of its historic impact, we feel that it is actually a drain financially rather than an advantage, and we seriously challenge whether or not the profession should seek to gain prestige from an historic monument.

We believe that whether we like it or not we should take serious steps in the process of considering new quarters on a new site—before we are forced to.

b *Staff:*

Not only will the envisioned work-load of the future tax our physical plant far beyond its capacity but, also, our existing staff, the organization of that staff, and its methods of operation. Much can be hoped from the new management reorganization of the staff, which has been studied

by an expert consultant and whose recommendations have been adopted by the Board and supported by the Executive Director.

c *Communications:*

The problem of communications, both internal and external, has long been with us. It exists in every large organization and must be perennially coped with.

Its broad aspects involve both "internal" communications between architects and their professional organization and "external" communications between their professional organization and society.

We feel that great strides have been made in the past few years in internal communications with the *Journal* and with the *Memo*, but that there is still room for improvement.

We fully recognize that, in converting from the "essay and belles lettres" type of editorial concept of the old *Journal* to a new format and a new objective, experimentation and trial and error have not only been necessary but desirable.

We feel that by now the format has been accepted by the membership and the new policies enthusiastically endorsed. The new *Journal* is now a useful tool to be sharpened and wielded to advantage. This has been a great step forward.

This committee has been contacted by several architectural editors asking for assistance in clarifying their own editorial policies for their own magazines. Their concerns had to do with what the profession needs and wants from them. This attitude, we feel, is healthy and should be met with cooperation.

Such an exchange of ideas, we feel, could be conducted on a high professional plane to the mutual benefit of all.

Since no magazine can be "all things to all people," we believe that primarily the *Journal* should be a vehicle of internal communication for the profession of architecture and all the design professions having to do with this "total man-

made physical environment"—but that it should be of such force and authority as to be "quotable" to society at large.

Within such a frame of reference, there is, we feel, "elbow room" and every opportunity for editorial expansion to cover the problems and interests of the teachers of architecture, the students, the planners, landscape architects, and others, as well as for reporting research, technical advances and governmental attitudes.

The "Memo" has done an excellent job of filling the gap between issues of a formal monthly publication and in providing a newsletter of pertinent information.

We feel that external communications, within the limits of existing budget, are very well handled and that the joint staff and counsel public relations team is the right answer.

Expansion of this function would be desirable, we feel, and will become increasingly more and more necessary—not only in creating an awareness in our society about architecture but in the broader aspects of the "total man-made human environment." Such a broad approach connotes a service to society and eliminates any "over-tones" of vested interests.

This broad approach will require our having an understanding liaison with the other design professions and their full cooperation. Here again we feel that an AIA-sponsored "Federation of the Design Professions" can augment the public relations work done for the profession by AIA.

CONCLUSION

We believe that the architect in the role of the "Master Builder" needs and will need in increasingly greater measure The American Institute of Architects as the authoritative source of information on research, costs, estimating, and other aids to his professional development. He will also need its strength as a united front to maintain his position in society.

THE IMAGE AND SYMBOL

This committee has concerned itself with trying to ferret out the tangible problems which will present themselves to the practicing architect in the foreseeable future and with trying to find solutions to them.

This committee has also concerned itself with trying to determine the future problems which will confront The American Institute of Architects

in this changing society, and the possible and aggressive solutions to them.

This committee has also spent some time *just dreaming*.

We have dreamed about the particular fragment of this great wave of human activity historically known as "western civilization" which can be defined as our American society.

- About this society's tremendous technical advance and its attainment of the highest standard of living the world has ever seen.
- About the potential of this technical advance to provide new standards for our environment.
- About the hopes, aspirations, the esthetic and spiritual values of this society.
- About the apparent willingness of this society to accept the poor quality of its environment and the sordid squalor of its urbanism.
- About the profession's approach to and impact on this society.
- About the stake the profession has in it.
- About what must be done.

We believe that this society needs, in order to create a good environment,

- an *image* of who can do it.
- a *symbol* of what can be done.

THE IMAGE

The image of the architect carried by the public might be:

The Creative Coordinator. Who else is trained specifically to study a puzzle and put the pieces together—to control the end result of the whole design? Who else is trained in program formation and in dreams of what could be—not what is?

The Systems Engineer of Design. As the complexity of modern science now demands a systems engineer to control and piece together the many specialties into a functioning entity, the complexity of modern construction and planning require overall organization, integration and control. The architect could be thought of as this expert. One of the disciplines for which he would be responsible is cost control.

The Environment Shaper. As the doctor is now developing the concept of treating the 'whole man,' the architect is concerned with the whole environment of man. He can be the ecologists of man's surroundings. The public could come to think of architects whenever their environment is threatened or is to be modified. What other profession is concerned, trained and qualified?

The Analyst and Synthesizer. What other profession is trained specifically to analyze general objectives, aims, needs and requirements, assemble them into component, related parts, and develop them into an integrated, harmonious, homogeneous whole? This training need not be

directed and used solely for building or city design, but generally.

The Profession of Creative Thought and Imagery. Who else will raise the vision of the people above the squalor of accidental development? Who else is trained to imagine what is not there but could be? Who else can change the values of the people by picturing more desirable goals—things worth living for? Who else is trained specifically to draft a harmonious plan? The architect may well be 'of the peace.'*

THE SYMBOL

The symbol of environment carried by the public could be:

A National Headquarters for the Environmental Arts. Where else can be found such an institution dedicated to the bettering of the total man-made physical environment? Knowledgeable of the ways and means of attaining it? Interested in disseminating information about it?

The Service Offices of the AIA and the Design Professions. Assembled under one roof are seen the many specialties of practice of the now-existent design professions and room for others to follow.

A Forum for the Exchange of Thinking and Ideas. Equipped with meeting rooms, and auditorium, a library, our quarters are flexible and open to all the design professions. Research coordination which creates cross-fertilization among the design professions and leadership in research for the schools and industry flow from our advisory center.

Exhibition Galleries Where the Public May Learn. Flexible modern galleries display photographs, models, paintings, and sculpture; new art forms and techniques divorced from commercialism and dedicated to the instruction and enjoyment of the public.

A Court of Honor. Gardens and buildings may be wedded and adorned by all the arts in a superb statement of today's design philosophy and skills—a place where distinguished performances may be honored and accomplishments of noted practitioners may be commemorated.

The Product of an International Competition. What could better dramatize the universality of good architecture? To foster international good will? To create a world awareness of its environment? To show the way for this physical aspect of the "good life"? What we envision is a new American symbol of leadership in bettering man's physical environment. ◀

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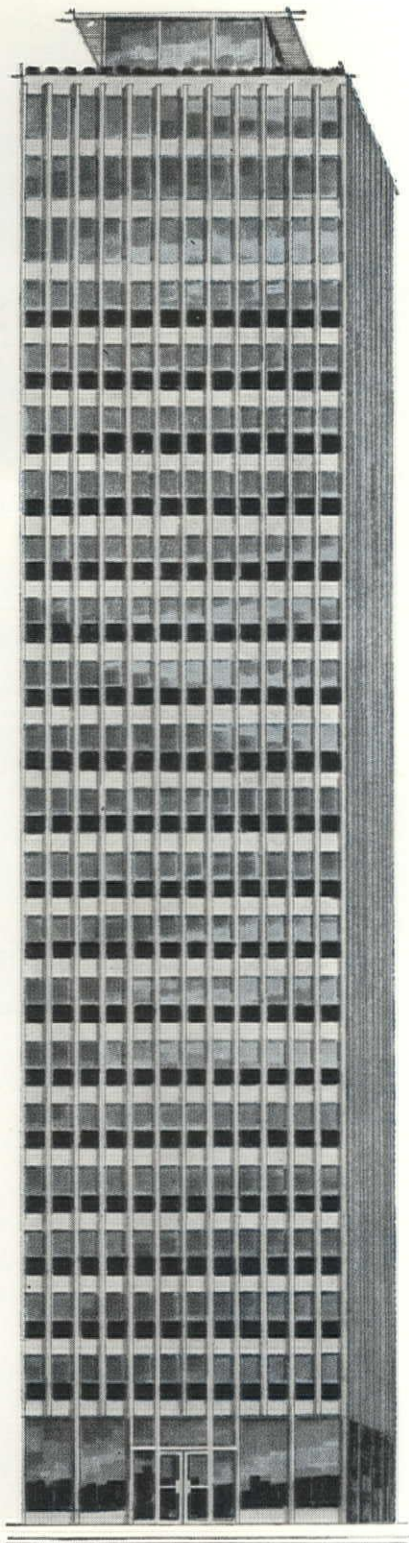
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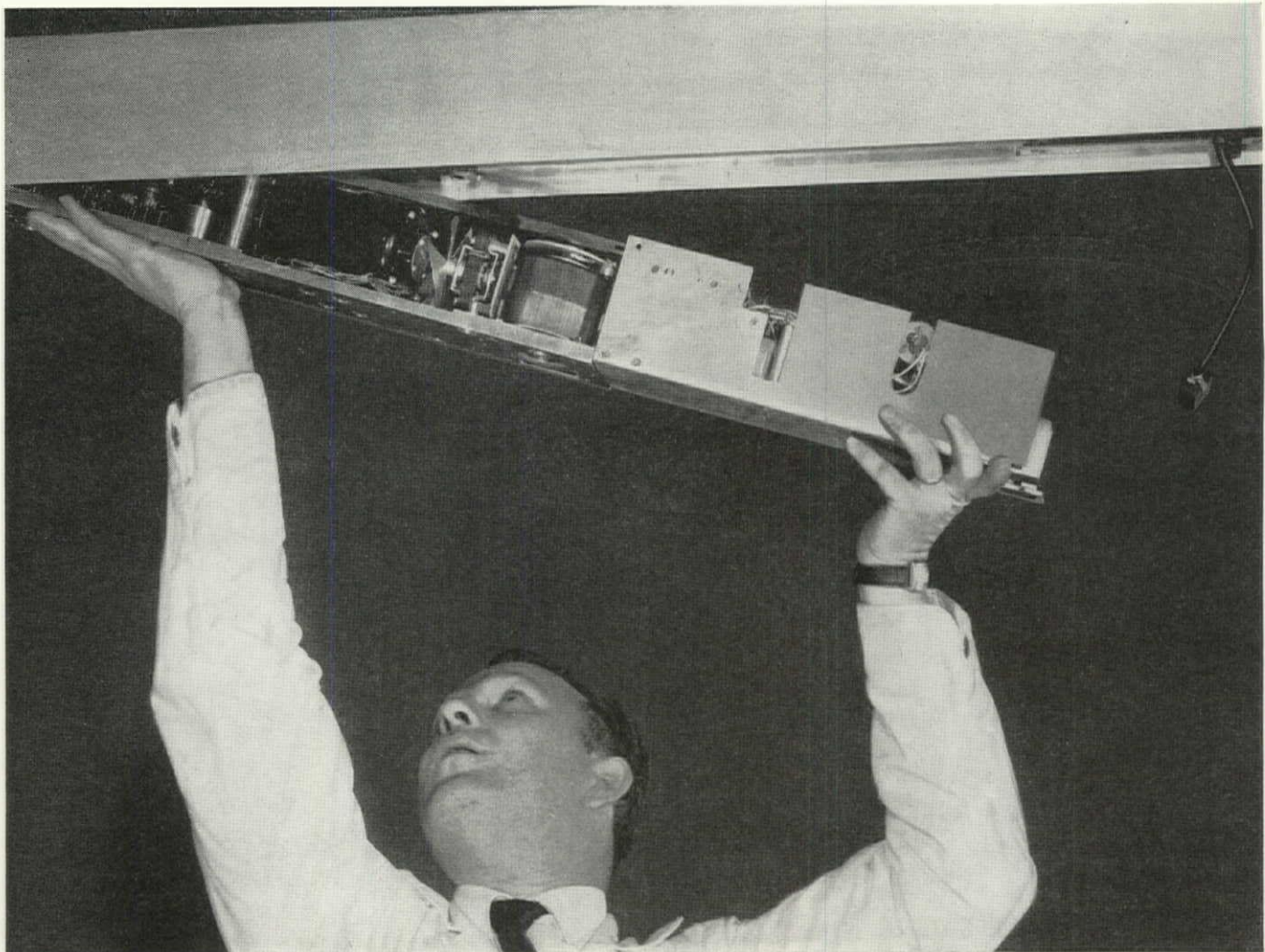
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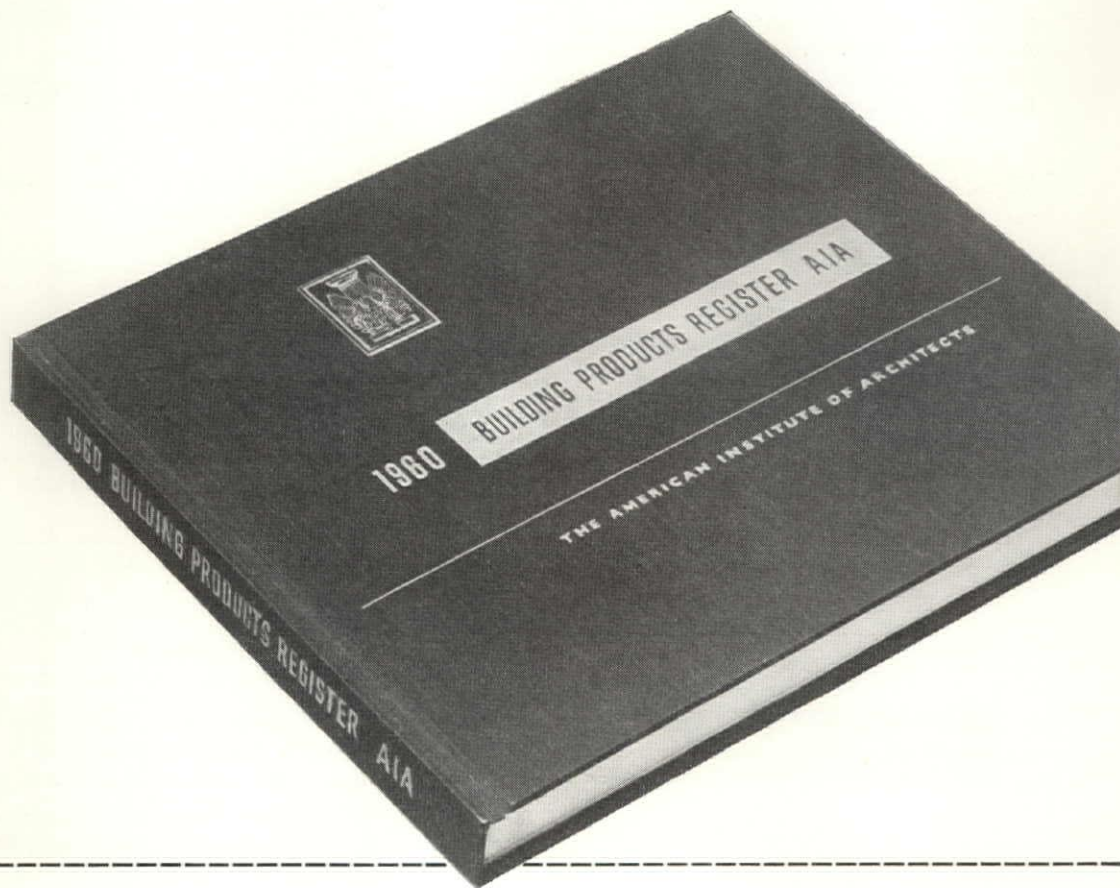


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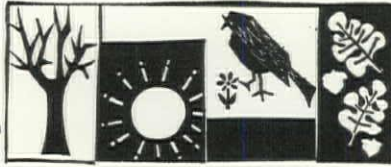
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C A L E N D A R

June 12-24: AIA-ACSA Teaching Seminar, Sagamore, N. Y.

June 15-18: British Architects' Conference, Manchester, England. (For information write G. R. Ricketts, Secretary, Royal Institute of British Architects, 66 Portland Place, London W. 1, England.)

June 19-25: Tenth International Design Conference in Aspen. (Contact James Cross, 5712 West 75th Street, Los Angeles, California.)

July 23-August 15: AIA—US Travel Agency Tour of Europe (to August 23 if Russia included).

August 20-September 3: Annual Mexican Architecture Seminar Tour in cooperation with Sociedad Arquitectos Mexicanos. (For full information write Gira Arquitectura, T. H. Hewitt, Director, 2413 Driscoll, Houston 19, Texas.)

September 26-30: Board of Directors, AIA, Las Vegas, Nevada.

September 27-30: Sixth Annual Convention of The Prestressed Concrete Institute, Statler-Hilton Hotel, New York City.

October 2-13: International Seminar on Industrial Architecture, Kazimierz, Poland.

October 5-7: Thirty-ninth Annual Meeting, The Producers' Council, Inc, Drake Hotel, Chicago, Illinois.

October 10-11: Construction and Civil Development Committee, US Chamber of Commerce, The Cloister, Sea Island, Georgia.

July 3-7, 1961: Sixth Congress of the International Union of Architects, London. (For full information write Secretary, Royal Institute of British Architects, 66 Portland Place, London W. 1, England.)

AIA District and Regional Meetings

June 9-11: Sixtieth Annual Convention of the New Jersey Society of Architects and the New Jersey Chapter, AIA, Berkley Carteret Hotel, Asbury Park, N.J.

August 11-13: Michigan Society of Architects Annual Meeting, Grand Hotel, Mackinac Island.

October 1-5: Northwest Regional Conference, Sun Valley, Idaho.

October 2-4: Gulf States Regional Conference, Hot Springs, Arkansas.

October 11: New York Region Annual Convention, White Face Inn, Lake Placid, New York.

October 12-15: Annual Convention, New York State Association of Architects, White Face Inn, Lake Placid, New York.

October 19-23: Annual Convention, California Council, AIA, Yosemite National Park, California.

October 26-29: Western Mountain Region Annual Conference, El Conquistador Hotel, Tucson, Arizona.

November 2-5: Twenty-first Annual Convention of the Texas Society of Architects, Cortez Hotel, El Paso, Texas.

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According to notices received at the Octagon between March 18, 1960 and May 6, 1960:

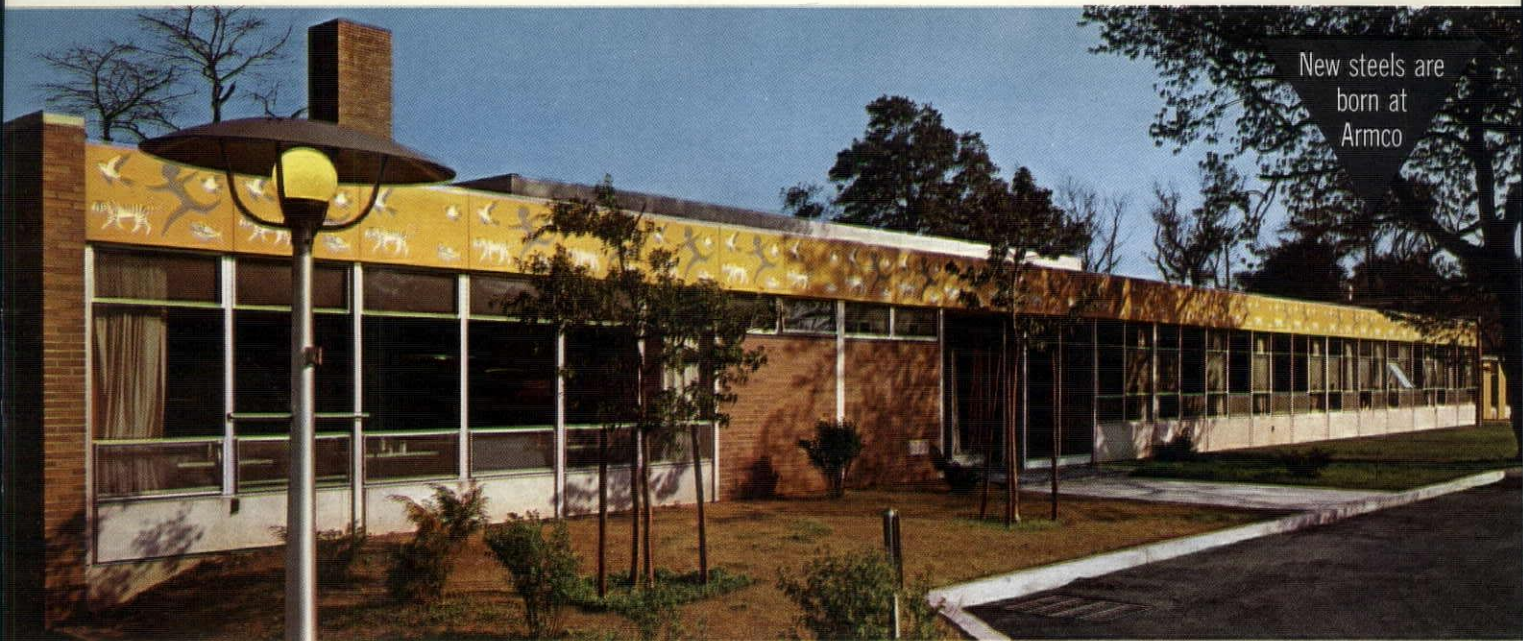
ARNOLD, R. V., Bristol, Tenn.
ASHLEY, FREDERIC M., Los Angeles, Calif.
BETZ, ANTHONY, Niagara Falls, N. Y.
BURNHAM, BROOKE B., Birmingham, Ala.
CARVER, CHRISTOPHER C., Woodside, N. Y.
ELLIOTT, JOSEPH G., New York, N. Y.
HOYT, BURNHAM, FAIA, Denver, Colo.
JAGER, JOHN, Minneapolis, Minn.

LAWRENCE, PHILLIP I., San Diego, Calif.
LEI, WILBERT P., Portland, Ore.
LODGE, WILLIAM P., San Diego, Calif.
MAURY, CHARLES F., San Francisco, Calif.
MILLER, HERBERT S., Pittsburgh, Pa.
MILLIGAN, ELMER B., Mayville, N. Y.
MILLS, COLEMAN S., Philadelphia, Pa.
MOE, PETER O., Arlington, Va.
PARRISH, LOWELL E., Salt Lake City, Utah
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RUSH, JOHN L., Detroit, Mich.

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ASLIN, C. H., Heartford, Heartfordshire, England

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Child Welfare Center, Philadelphia
Architects: **Bellante & Clauss, Philadelphia**
Artist: **Jean Franksen, Philadelphia**
General Contractor: **Somers Construction Co., Philadelphia**
Porcelain Enamel Panels: **Architectural Porcelain Division, Caloric Appliance Corp., Tipton, Pa.**

Highlands High School, Fort Thomas, Kentucky
Architects: **Weber & Brown, Fort Thomas**
General Contractor: **Covert Hills, Inc., Fort Thomas, Kentucky**
Porcelain Enamel Panels: **Barrows Porcelain Enamel Corporation, Cincinnati**

Porcelain Enamel Expands Horizon for **COLOR and FORM** in Architecture



The architects of these buildings, plus those on the following page, have shown how effectively both color and form can be made an integral part of design with porcelain enamel on Armco Enameling Iron.

In two dimensions, with custom designed or standard-pattern panels and the colorful array of permanent porcelain enamel colors, the effect of depth and form is economically achieved. And it can be heightened by the wide range of surfaces, from high gloss to full matte, that are available with porcelain enamel.

Color and form in three dimensions is also practical with porcelain enamel on Armco Enameling Iron because embossed, textured and deeply configured panels are available as standard items. They also can be easily produced to individual design.

Take advantage of the widening horizon for color and form in architecture that is offered by time-proved architectural porcelain enamel. Make sure of good performance by specifying high quality Armco Enameling Iron for the base metal. For information on porcelain enamel in architecture and many more examples of how it can be used to achieve color and form, write to Armco Steel Corporation, 1620 Curtis Street, Middletown, Ohio.



Turn ▶

ARMCO STEEL

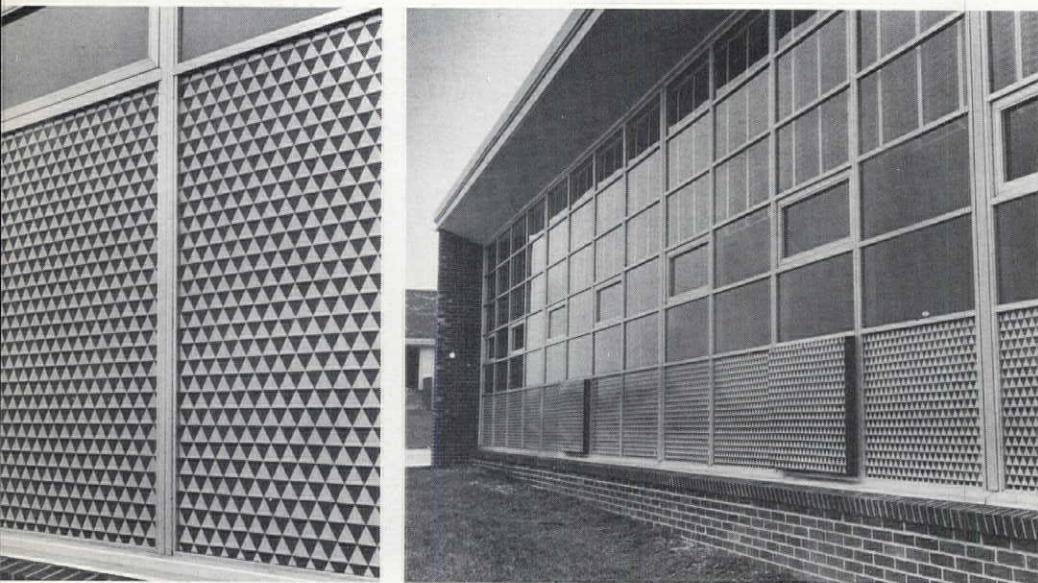


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More Examples of
COLOR and FORM
 With
 Porcelain Enamel



ABOVE: Porcelain enamel panels in gold and beige.
Jaison's Department Store, McKeesport, Pennsylvania
 Architect: **Edgar Kwalwasser, Pittsburgh**
 General Contractor: **Albert E. Johnson, McKeesport**
 Porcelain Enamel Panels: **Davidson Enamel Products, Inc.**

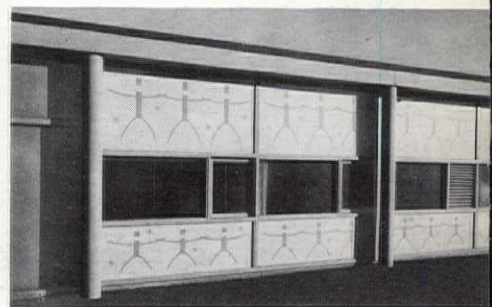


LEFT: A pattern of light and dark blue in porcelain enamel.
Highland Suburban Jointure Junior High School, Beaver Falls, Pa.
 Architect: **Louis G. Martsof, New Brighton, Pa.**
 General Contractor: **Branna Construction Co., Pittsburgh**
 Porcelain Enamel Panels: **Ingram-Richardson Manufacturing Co.**

Even in monochrome the effect of form created with porcelain enamel is readily apparent. The colors can be as unlimited as your imagination because porcelain enamel offers an unlimited palette of weather-proof hues.

For more information about porcelain enamel on Armco Enameling Iron, write to Armco Steel Corporation, 1630 Curtis Street, Middletown, Ohio.

◀ *Turn the page for porcelain enamel in color*



ABOVE: Blue and grey figures on a background of yellow.
Samuel Clemens School, Milwaukee
 Architects: **Schutte-Phillips & Mochon, Milwaukee**
 Assoc. Architect for Milwaukee Bd. of School Directors: **Fred A. Wegner**
 General Contractor: **Stevens Construction Corp., Milwaukee**
 Porcelain Enamel Panels: **Challenge Stamping and Porcelain Co.**

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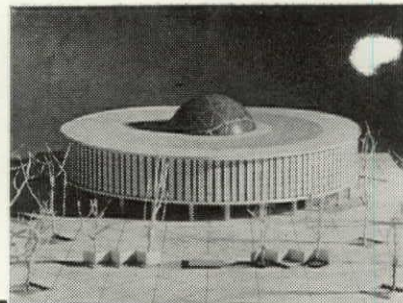
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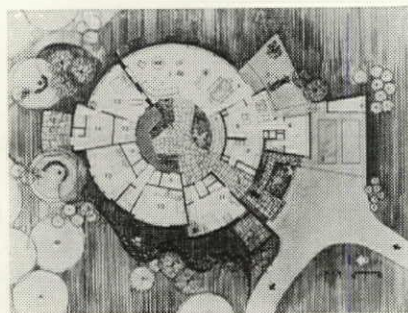
Branches and Warehouse Stocks in Principal Cities

Old Traditions Yield to New Forms as THE SOUTH BUILDS New Architecture in the Old South

by Edward Waugh, A.I.A., A.R.I.B.A.
and Elizabeth Waugh



For all those who have assumed that the South has remained wedded to its traditional architecture, this survey of recent construction south of the Potomac and east of the Mississippi will be both a surprise and a revelation. *The South Builds* offers a representative selection of more than a dozen types of public and private buildings, including residences, hospitals, civic centers, churches, office buildings, schools and industrial plants.

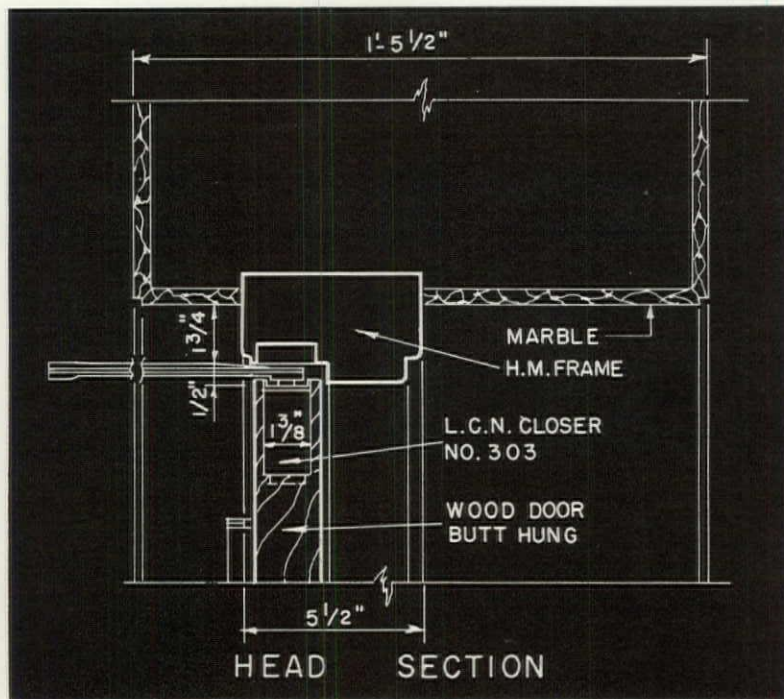


Taken together, they demonstrate both the variety and the vitality of the contemporary solutions in sub-regional settings as diverse as the Appalachian highlands, the coastal piedmont, and the subtropical lowlands of the Gulf States. The historical introduction, descriptive captions and critical commentary illustrate the extent to which new forms have taken root in the South and provide illuminating notes on Southern trends, the development of "classical" and "romantic" approaches, and the role of the architect in neighborhood, and regional planning.

Edward Waugh is a professor in the School of Design, North Carolina State College, as well as a practicing architect and architectural planner. Henry L. Kamphoefner, F.A.I.A., Dean of the School of Design, served as advisor and has contributed a preface to this important and informative study.

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CONSTRUCTION DETAILS

for LCN Closer Concealed-in-Door Shown on Opposite Page

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LCN CLOSERS, INC., PRINCETON, ILLINOIS

Construction Details on Opposite Page

Gilbert A. Johnson, Architect

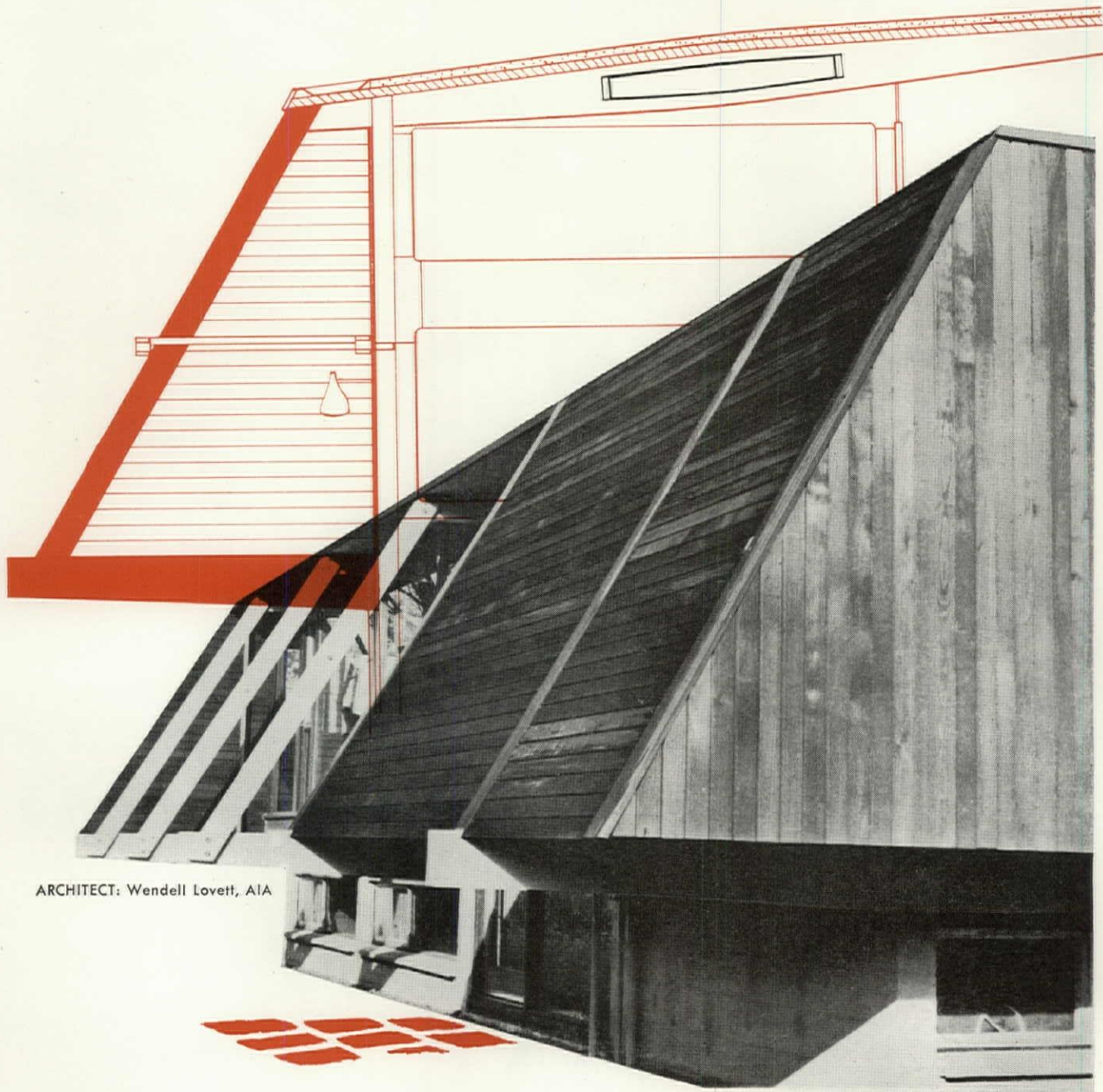


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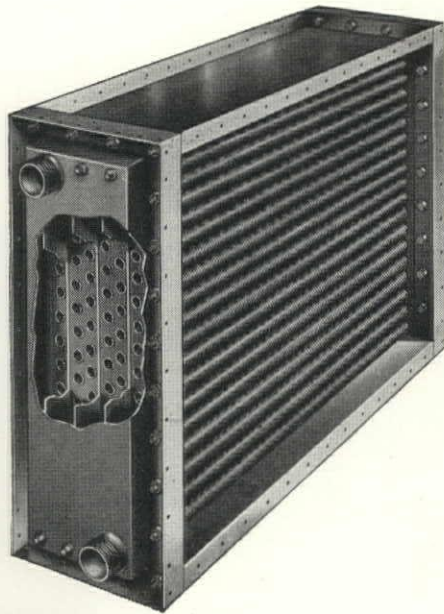
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For detailed information concerning West Coast Lumber, write:

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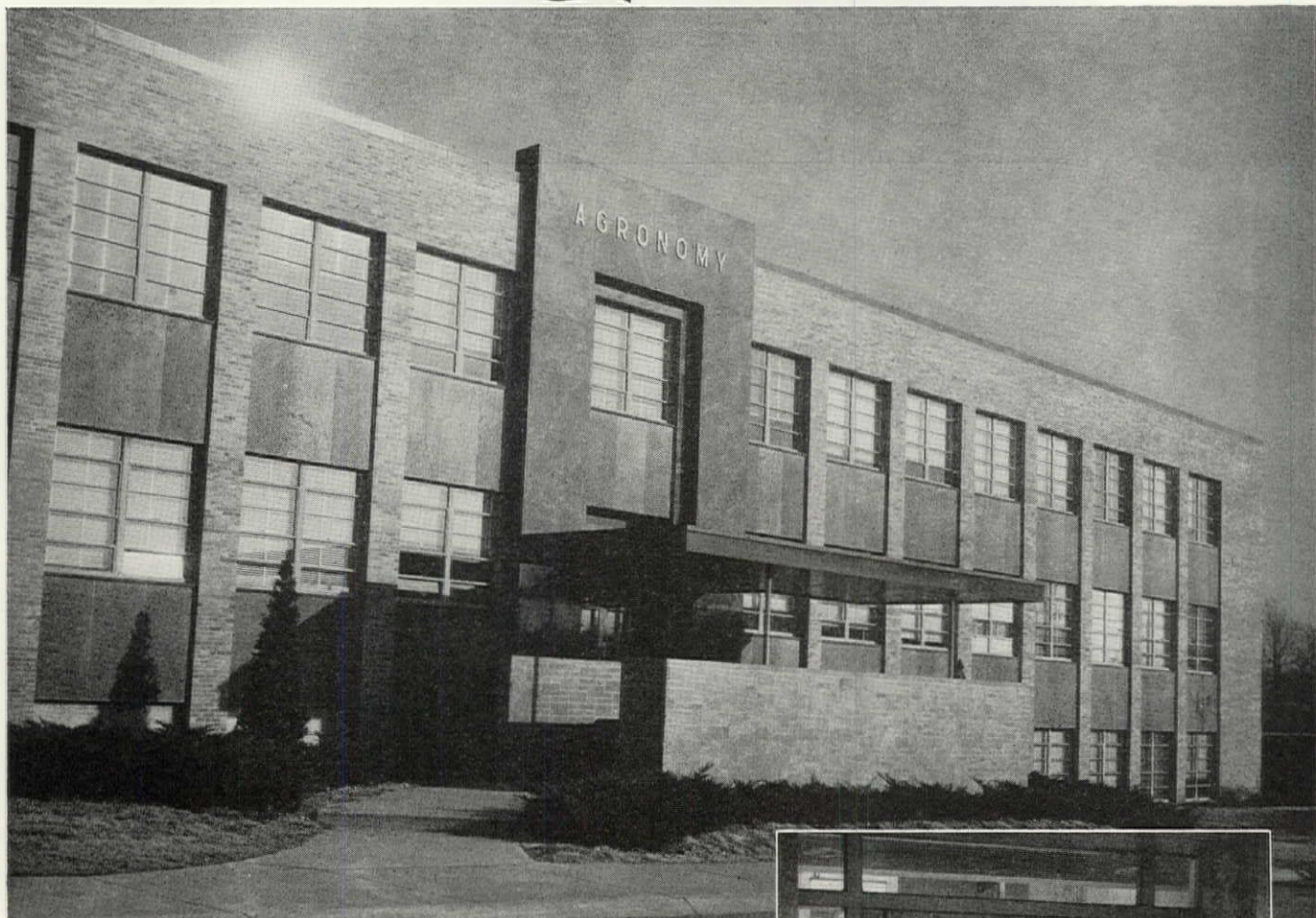
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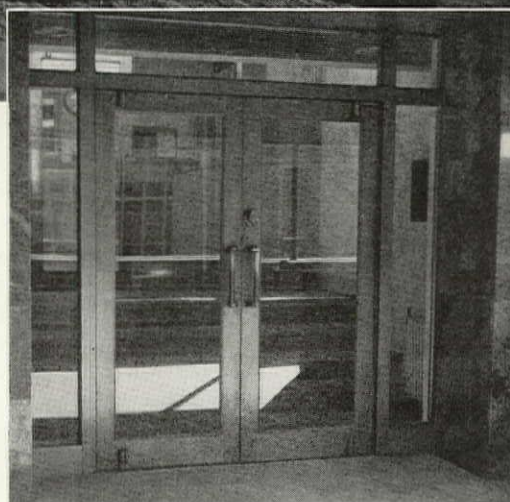


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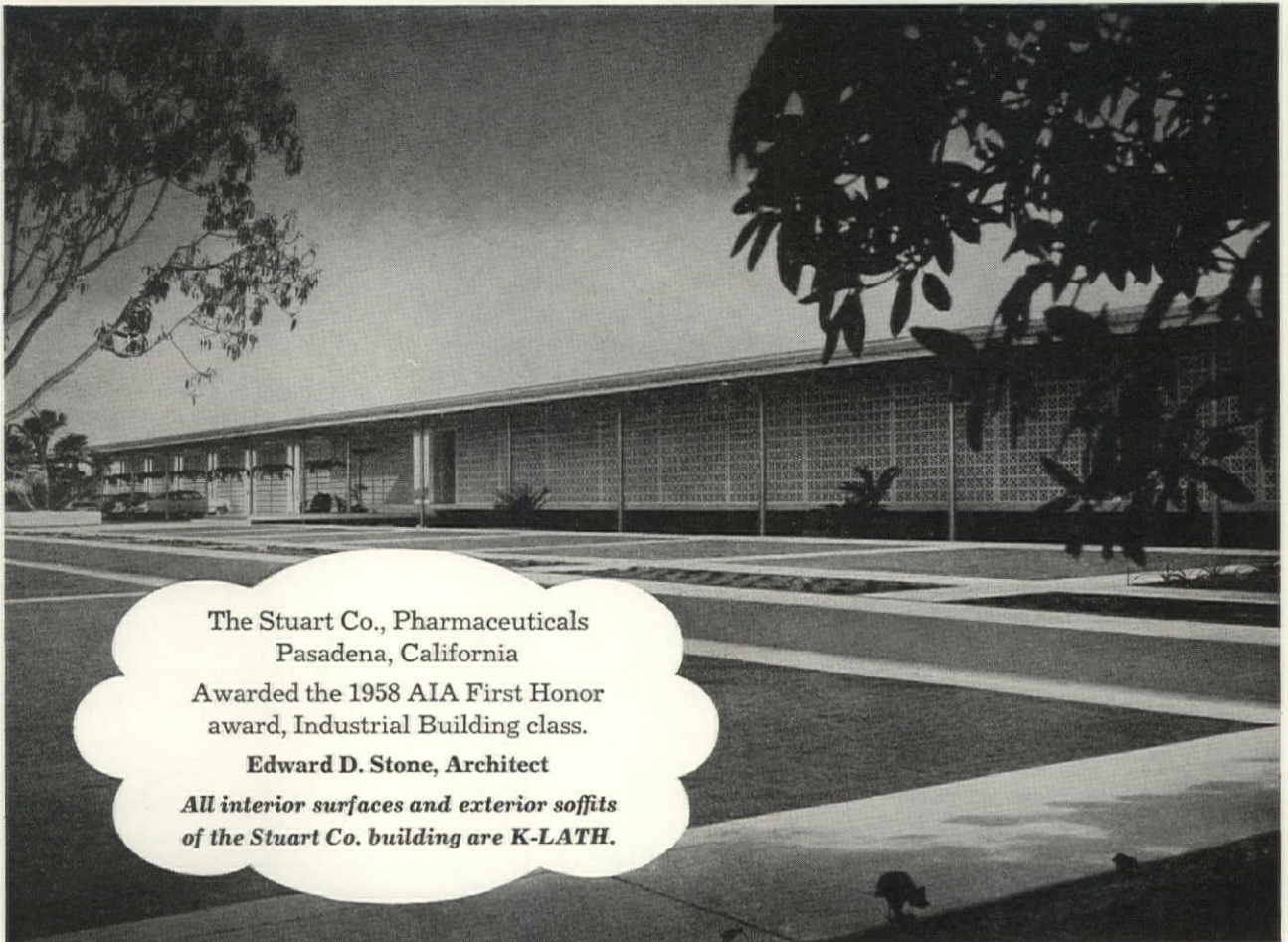
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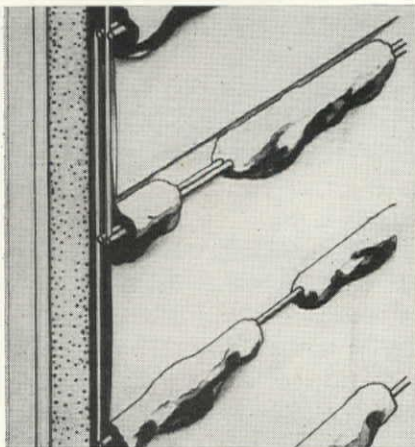


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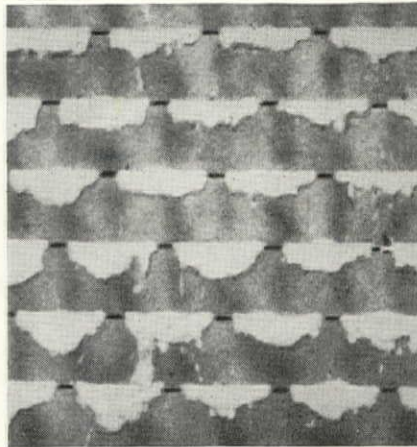
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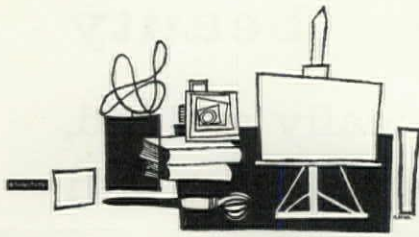
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ALLIED ARTS

BY WOLF VON ECKARDT

Ulm vs. Dessau

► Ulm has declared war on Dessau, and American industrial designers will undoubtedly soon get into the fight now that the March 1960 issue of *Industrial Design* has so ably covered it.

The *casus belli*, which has sent most European designers pecking away angrily at their typewriters, is this: Is industrial design an essentially creative process, an effort to reconcile art and technology, as the Bauhaus taught at Dessau, or should it be approached purely and exclusively as a matter of "scientific operationalism," of engineering and research, as the Hochschule für Gestaltung now preaches at Ulm?

To me the vehemence of Ulm's attack on the Bauhaus and Walter Gropius' educational ideas is rather startling. Just as startling as Inge Scholl's first sentence when she and her husband-to-be, Otl Aicher, called on me in the press office of the US High Commission in Germany back in 1947. "We want to launch a new Bauhaus," she said simply. The whole idea seemed fantastic. Inge, in her early thirties then, had no background in art or education, in fact little more than a most engaging, shy smile and an almost naive, Joan of Arc-like idealism. The Gestapo had imprisoned her and her entire family for this idealism, and her brother, Hans, and her seventeen year-old sister, Sophie, had been hanged for instigating the Munich anti-Nazi student revolt in 1943. When Hitler was dead and Inge free, she decided to continue to work for a better, democratic Germany by educating her fellow-Germans. She launched her now famous adult education center or *Volkshochschule*. Otl, a young plumber turned artist, designed the stunningly original posters.

Then one day these two youngsters and some of their artist friends decided Germany needed a new, contemporary environment and therefore a new design school to help create it. They asked me if I thought the Americans would give them two million marks for such a project. Eventually

John J. McCloy, then our high commissioner in Germany, promised them half of this amount if Inge and Otl could raise the other half from German sources. They did. In 1955 the *Hochschule für Gestaltung* buildings designed by the Swiss architect Max Bill, were dedicated by Walter Gropius.

Max Bill was the first director. He introduced the Bauhaus fundamental design course, promoted freedom for self-expression, advocated learning by doing, and demanded that art must be the prime consideration in educating designers. His deputy, the Argentinian painter Tomas Maldonado, soon opposed these concepts. There followed some rather violent internal upheavals. Bill resigned and Maldonado is now in charge. He states, in effect, that the Bauhaus idea of the synthesis of art and technical design, the idea which, under Gropius' direction, brought men like Klee, Kandinsky, Itten, Albers and Moholy-Nagy to gether to train designers like Marcel Breuer, Herbert Bayer and Max Bill, is now badly outdated. The search for beauty in design education and industrial design, he says, is responsible for the "stylists" and "the great rolling dinosaurs of Detroit." Let's therefore forget art, and art education and plunge right into designing for productivity and automation in terms of the operative behavior of machines. Ulm now teaches nothing but technical design and production methods.

I find all this rather ironic—not only because Ulm was to build on the Bauhaus concept or because this concept is still under attack for being too coldly "functional" and anti-art, but also because of Maldonado's almost comically semantic confusion: Doesn't he know that "styling" is not the result of seeking art or beauty but a deplorable result of our economic need for built-in obsolescence? And that this, in turn, is industry's only answer to date to the very economic phenomena Maldonado praises—productivity and automation? No one argues that our chrome-laden, finny Cadillacs rate exhibition space in the Museum of Modern Art. But does the productivity-engineered Volkswagen? ◀