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Journal



July 1962 / The Dallas Convention



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JULY, 1962

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# Letters

## Report on the Profession

EDITOR, *Journal of the AIA*:

"A Second Report on Your Profession" (*AIA Journal*, April, 1962) is the most worthwhile thing the *Journal* has come out with to date. . . . Somebody is to be congratulated for this excellent beginning and I am looking forward to seeing further comment along this line.

This particular program is probably of more fundamental importance to the small practitioner like myself than to the larger operators. I have advocated this businesslike approach for many years as a result of personal experience. But when I brought it up at a local AIA meeting some of my colleagues who have received recognition under old methods laughed me to scorn. And there will probably be many who will give adverse criticism to this article.

But I would like to say that those of us who are in the business world, and do not receive our commissions from the taxpayers' money, need this sort of program to make our proposals scientific and understandable to the client who must reconcile his financial position.

The leadership is in the architect's hands. I have found but one or two realtors who understand the problems involved in project analysis and promotional services, as outlined in Items I and II of the *Journal* article.

I am also encouraged to see, in Item III, Design and Planning Services, that we are returning to the basic philosophy of Otto Faelton who, at New Haven thirty-five years ago, taught me that the solution of the *plan* was the most important, and when that had been accomplished you could call in the paperhanger to design the elevation.

In the field of public relations, this is an important standard. In our present day, with so many magazines making a living out of publishing elevations of buildings for public entertainment, the public is beginning to say that architects are only artistic surface decorators and they fail to see the real function as fundamental basic planners. Much of the talking and writing of our colleagues fails to clarify this picture. Talking about form and function is misleading when it cannot work. . . . When a plan is so basically solved that the people who pay the bill can make it work and it is fundamentally sound all the way through, its beauty is bound to show. The present trend has been to picture architecture as a surrealist painting—trying to explain its function from the splash on the outside. . . .

Let's give the boys who do some real thinking a chance, rather than those who choose to build castles in the sky! Let's make our profession acceptable to the businessman who is the financial backbone of our country.

TENNYS BELLAMY  
Seattle, Washington

EDITOR, *Journal of the AIA*:

If the practice of architecture is to encompass the activities covered by the Draft Outline of "Comprehensive Architectural Services," architectural education had better switch to a three-track program, preferably at the graduate level: Track I—Architectural Design; Track II—Building Engineering; Track III—Project Development, a program covering feasibility, financing, land, law, programming and promotion (Course Outline:  $F^2+L^2+P^2$ ). The three tracks could be filled by insisting on superior performance in architectural design. Major changes would obviously be necessary in registration laws and licensing procedures.

WILLIAM LYMAN, AIA  
Birmingham, Michigan

## Just a Suggestion

EDITOR, *Journal of the AIA*:

Father Time is becoming more friendly every year as he chucks up for me nine-tenths of a century tomorrow. And when he ticks the last tock, it is without honor that a name is cast in the far, last corner of the *Journal*, with no sign of service to man or idealism.

The title, "Necrology," should be done free-hand. The Lord never made a straight line, and Nature is ever pleasingly informal. Two or three words of strength and meaning could be placed below the title: "Service—Vision—Aspiration," or a phrase of inspiration from the poets.

For me, the *Journal* is the finest that comes to my table; well-balanced, discriminate and prescient; literary quality high, ads and photos carefully presented, scientific subjects pertinent and format orderly and original. To the Editor and his staff, I offer obeisance and salaam!

A. H. ALBERTSON, FAIA  
Seattle, Washington

## Praise for May

EDITOR, *Journal of the AIA*:

Enjoyed Elizabeth Close's "Design by Chance" in the *May Journal*. Hope it's picked up and widely reprinted—it deserves it. Otherwise a good issue, too.

GERRE JONES  
Kansas City, Mo.



*Blumcraft*

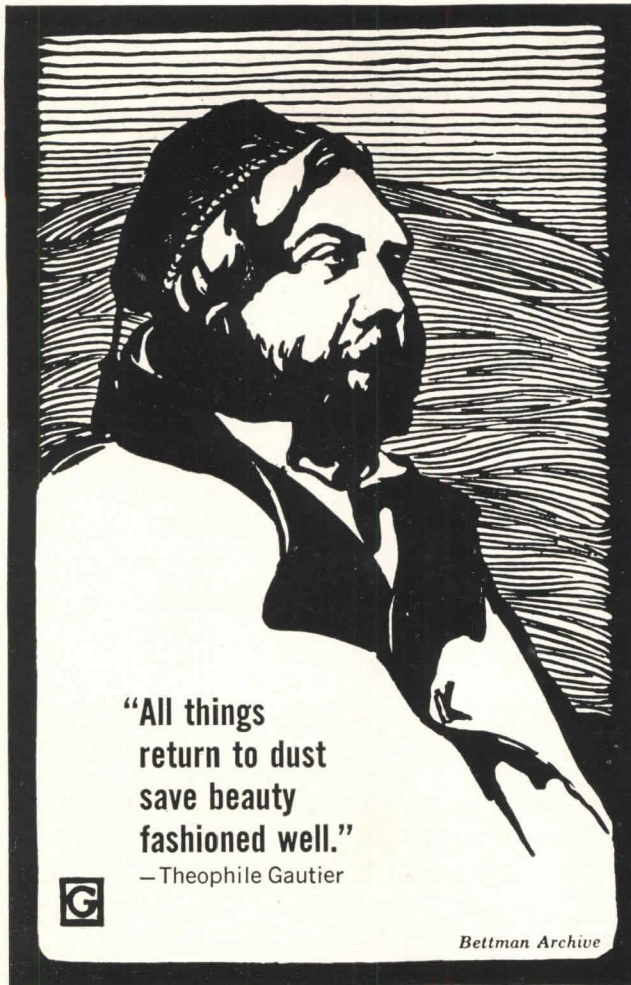
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## Problems of Communication

EDITOR, *Journal of the AIA*:

I want to compliment Mr Albert Bush-Brown for his fine article entitled "The Architect in the Community."

Some long time ago Mr Bush-Brown wrote a fine piece on Architectural Design. I think it appeared in one of the magazines which has all the goodies sandwiched in between the slick paper commercials. Anyway it was a humdinger and I took the trouble of writing Mr Bush-Brown to tell him so.

One of the weaknesses of our profession is the general inability to communicate—a characteristic which is possessed by an unduly large number of its members. And at this time I would like to state that Mr Bush-Brown—regardless of his other capabilities—is just as lousy at communicating with a fellow architect as some of the rest of us. For I never got an answer to my letter. Which is the reason I am going to the trouble of complimenting him on his latest article through the agency of your Letters to the Editor department.

CORMAC C. THOMPSON  
Prosser, Washington

## More on FDR

EDITOR, *Journal of the AIA*:

[Judge] Francis Biddle recently urged that the Commission of Fine Arts be ignored and that an important memorial to a former President be constructed on a key site off the Washington Mall. Mr Biddle is a distinguished layman, a friend and advisor of that President, and has the ear of the present Administration.

The last time an important person with access to the Presidential ear urged the construction of a memorial to a former President over the objection of the Commission of Fine Arts, the result was the Jefferson Memorial, constructed on a key site off the Washington Mall. The Presidential ear was that of Franklin Delano Roosevelt.

This might suggest that one of the functions of the Commission of Fine Arts is to protect us from the esthetic judgments of laymen, as well as inappropriate efforts by architects. Mr Biddle should, however, have no real concern that our late President will one day have an appropriate memorial, of enduring materials, and in harmony with adjacent memorials and its site. Washington's waited eighty-six years, Lincoln's fifty-seven and Jefferson's, 117.

WALKER O. CAIN, AIA  
New York, NY

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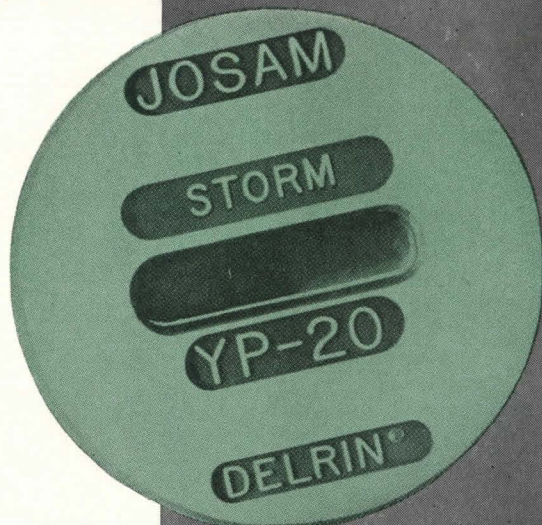
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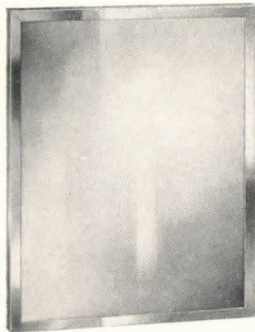


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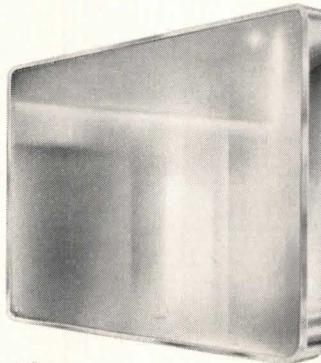
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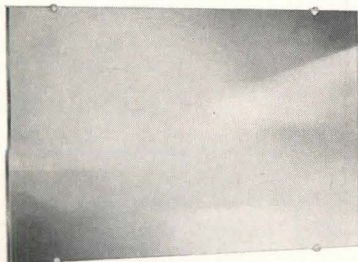


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U R B A N I S M S

*A regular column conducted by our specialist on Urban Affairs, Matthew Rockwell, Director of Urban Programs*

### A New Hat

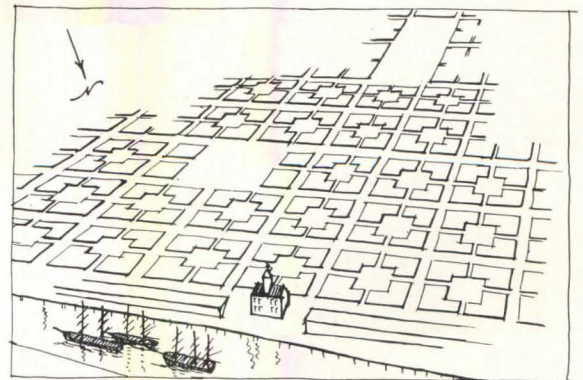
Discerning readers of our three-month old column will perceive from the note above that the author has a new hat. It reflects the growing breadth of the Institute's involvement in urban affairs, which in turn reflects that of the profession. The old hat, that of Director of Public Services, will be retained and used alternately with the new.

### Urban Treasures

UD 62-63 Project Head Paul Spreiregen extended his return trip from the Dallas convention to include field work in a number of southern cities. He found a considerable amount of urban-design activity, including both large new projects and some not-new but still-intriguing elements of the city-scape. His notes on the latter follow:

"There has been a strong reawakening of appreciation for the architectural treasures of the past. In the main this has taken the form of recognizing the merits of a single fine old building, and perhaps incorporating it as a feature of a new plan.

"In the South, however, I found several such treasures on an urban scale. For example, in Savannah, Georgia, the original plan of Governor Oglethorpe still survives and gives the city a character as unique as any to be found in America. Its system of green squares interconnected by green avenues establishes an orderly pattern which weaves the whole city tightly together."



*The Squares and Avenues of Savannah*

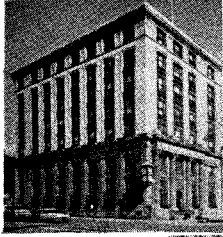
*Savannah, Georgia*

*(Continued on p. 14)*

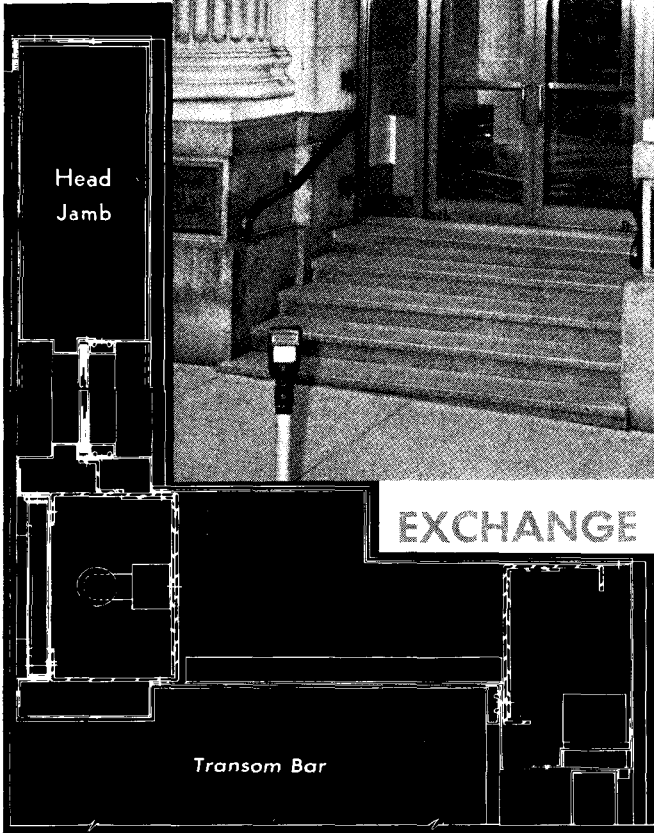


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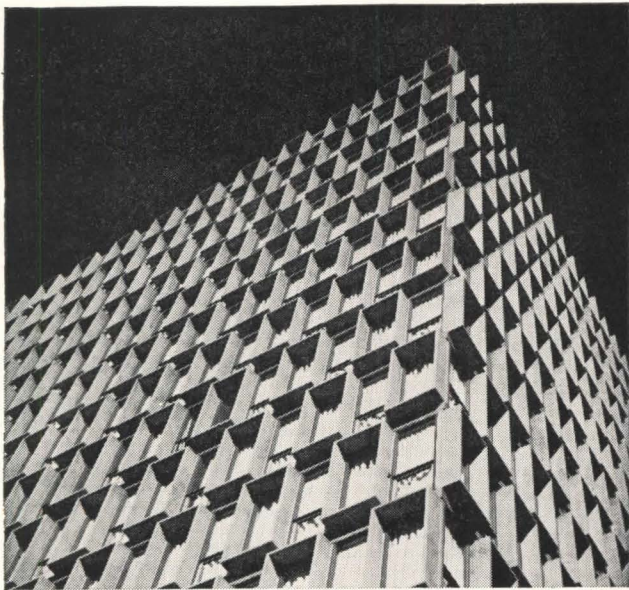


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\*Water Tower Inn, Chicago

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### Urbanisms (Con't)

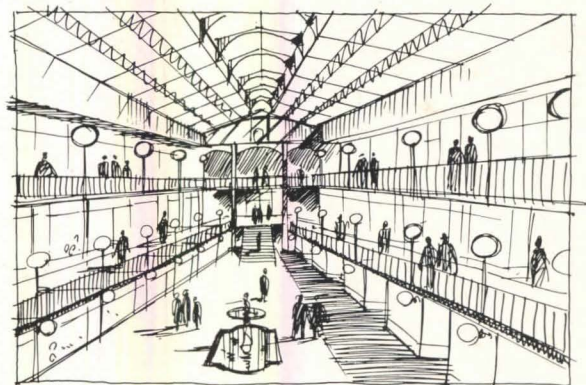
"In San Antonio, Texas, the short spur of the San Antonio River winding through the downtown area acts as a marvelously leisurely complement to the bustle of the business streets. The shoreline was improved as a WPA project between 1938 and 1940. Along it are walkways, restaurants, dance pavilions, sitting areas, and even a small outdoor theater."



San Antonio River

San Antonio, Texas

"On a still smaller scale, I found the Peachtree Arcade in Atlanta a stunning revelation. It is a lesson for anyone who has thought about enclosing shopping streets and bringing a sense of design to a central business area. Built in the 1870's, it was one of several American arcades of that era."



The Peachtree Arcade

Atlanta, Georgia

"My over-all impression was that urban design today will bring much richer results if elements such as these can be brought into the plans for our enlarging American cities."

### Salt Lake City's Search

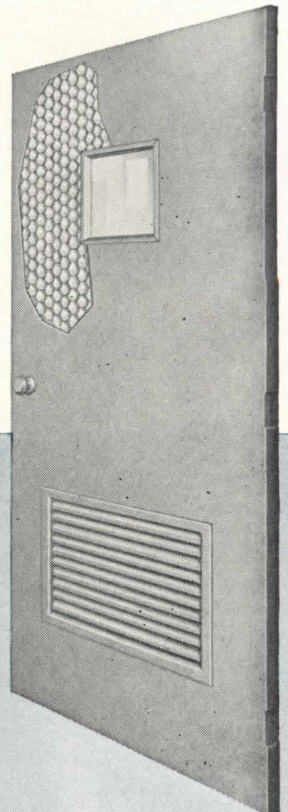
The powerful, soul-searching words of the recent "First Conference on Aesthetic Responsibility" in New York City are still ringing in our ears, especially the challenging question—"Who is responsible for ugliness?" Also fresh in our memories is the inspiring exposition at the Dallas

(Continued on p. 16)

# STEELCRAFT

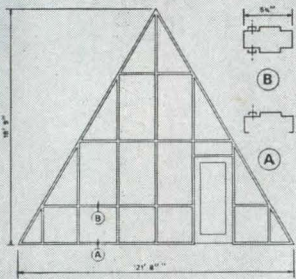
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## Urbanisms (Con't)

convention of the fulfillment of community responsibilities in Knoxville, Tennessee; Little Rock, Arkansas; and Eugene, Oregon. Now much is being said and done in Salt Lake City to assume a responsibility for beauty.

In her recent book "Death and Life of Great American Cities," Jane Jacobs notes: "Probably everyone is aware of certain general dependencies by a city on its heart. When a city heart stagnates or disintegrates, a city as a social neighborhood of the whole begins to suffer. People who ought to get together, by means of central activities that are failing, fail to get together. Ideas and money that ought to meet, and do so often only by happenstance in a place of central vitality, fail to meet."

This failure of the heart of the city has become an apparent weakness in Salt Lake City, as it is in many cities across the nation. The Utah Chapter of The American Institute of Architects made a proposal for donating over 3,000 man-hours, as a public service, if the community leaders of Salt Lake City would marshal the public and financial support to produce a master plan.

From this proposal by the Utah architects, the Downtown Planning Association was born. The DPA is working with city and county planning commissions and other public agencies in providing the facts and figures. It is the belief of DPA that "Salt Lake City must have a vital and attractive downtown heartland to serve the city, county, state and region."

The Salt Lake press has enthusiastically reported the work and progress of the planners. A recent feature article in the Salt Lake City *Tribune* stated: "A vital and attractive downtown is the logical abode of culture, commerce and entertainment. When it thrives, it is a fountain of tax dollars. If it dies (and there is evidence of gangrene setting in), the tax burden will be saddled on other areas."

The Salt Lake *Desert News and Telegram* carried the following in a feature about the evolving plan: "Farmers are pretty ruthless with plants which sprout in fields where they're not needed and serve little purpose. They call them weeds. Today, Salt Lake could be choked off with the weeds of uncontrolled growth—and would be if it weren't for city planning."

Not only local citizens, but interested parties across the nation, look forward to the scheduled Salt Lake plan, to be unveiled in July. It is encouraging to note that the leaders of still another American city have realized their responsibility for function and beauty in their city, as well as the arrest of ugliness. ◀



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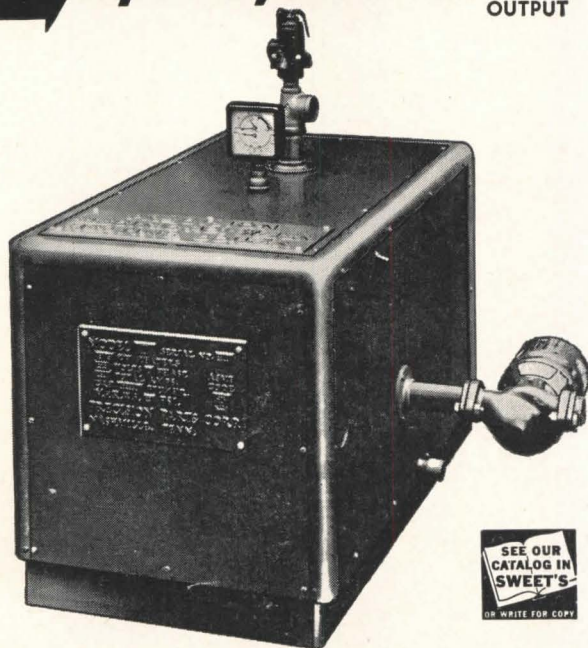
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### Kahn Honored

Louis I. Kahn, FAIA, has been awarded the annual Medal of Achievement by The Philadelphia Art Alliance. Mr Kahn received the medal from Alliance president Laurence H. Eldredge at a meeting in late March. In presenting the medal, the highest award the Alliance can confer, President Eldredge said, "It is altogether fitting for The Philadelphia Art Alliance to award its Medal of Achievement to Louis I. Kahn, architect, artist, teacher, creative thinker, and inspirer of uncounted numbers of young men who have sat at his feet and come under his spell."

### Hering Award Submissions

The National Sculpture Society announces that it is seeking submissions of photographs of projects completed—industrial, commercial, ecclesiastical—for consideration by its Council for the Henry Hering Award.

The award, a medal designed by Albino Manca, is given "for outstanding collaboration between architect, owner and sculptor in the distinguished use of sculpture." Submissions should be sent to the Society's office at 1083 Fifth Avenue, New York 28, before November 15, 1962.

### Index Available

The "Architectural Index for 1961" is now available, according to editor and publisher Ervin J. Bell, of Sausalito, California.

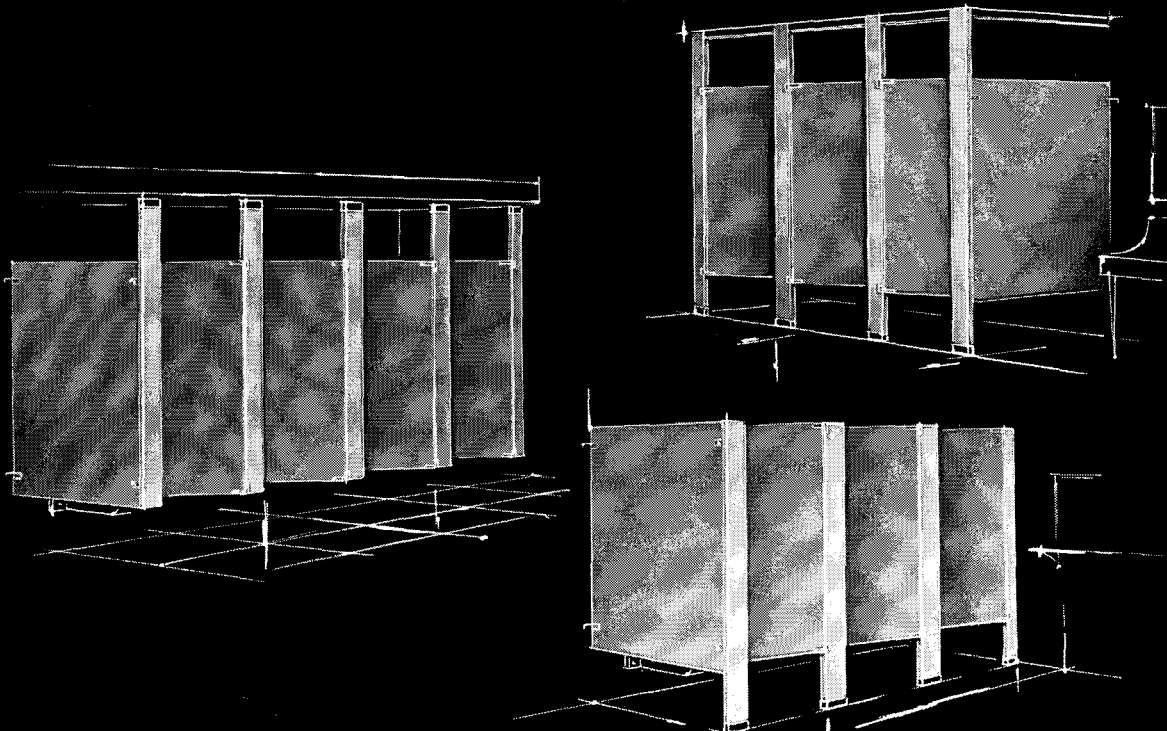
The publications indexed, in addition to the *AIA Journal*, include *Architectural Forum*, *Architectural Record*, *Arts and Architecture*, *House and Home*, *Interiors*, and *Progressive Architecture*.

Articles are cross-indexed under three headings: type of project, location, and name of architect or designer. The current edition and the eleven previous issues are available from the publisher at \$5 a copy. Address inquiries to 517 Bridgeway, Sausalito, California.

### New York Architect Honored

Tibor Freund, AIA, a member of the New York AIA chapter, has been elected a Fellow of the Royal Society of Arts. Mr Freund, born in Hungary, is an artist and architect, well-known as an innovator of integration of motion into painting. He was commissioned by the New York City Board of Education to create a moving, changing mural for the lobby of City Public School, 111, under construction.

(Continued on p. 22)



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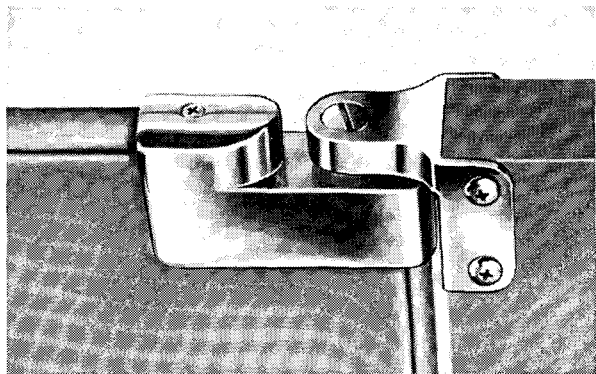
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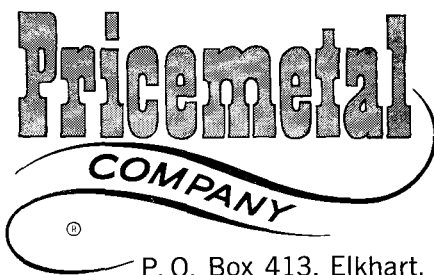
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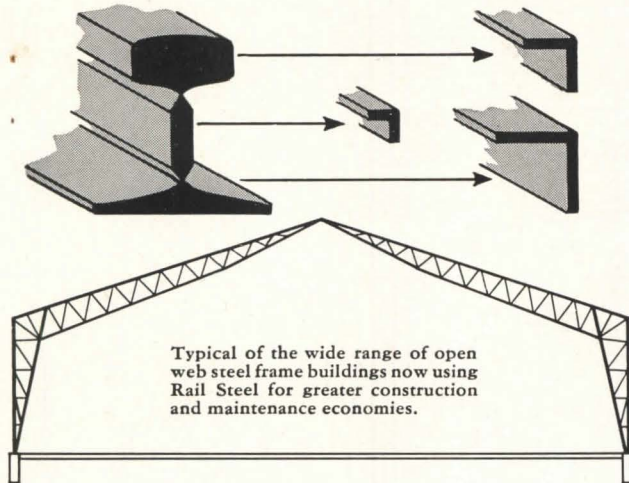
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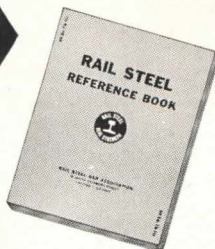
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### Stamp Design Competition

Members of the design professions will be interested in a competition, sponsored by the Post Office Department, for design of a Battle of Gettysburg Centennial stamp to be issued on July 1, 1963. The stamp will be one of a series commemorating the Civil War Centennial.

The competition is open to any professional American artist or designer. A \$500 prize will be awarded. The Citizens' Stamp Advisory Committee of the Post Office Department will serve as judges.

Inquiries should be addressed to James F. Kelleher, Special Assistant to the Postmaster General, Post Office Department, Washington 25, D.C. However artists are requested to await the formal instructions, now in preparation, before submitting entries, as they must conform to a standard size and format. Entries must be received by October 1, 1962.

### Texan Leads French Seminar

Harvin C. Moore, AIA, Houston architect whose article, "Restoration of the Nichols-Rice House," appeared in the *AIA Journal* in January, 1962, was the principal speaker at an architects' seminar held in Paris in mid-May.

Mr Moore spoke on "Houston Construction for Education" and illustrated his talk with color slides of public and private schools and universities in the Houston area. The seminar, held in the Centre Culturel Americain, was attended by M. Picot, Secretary-General of UIA; Albert Laprade of the Institute of Paris; and other leading French architects and education officials.

### Scholarships Announced

Scholarship awards totalling \$39,950 for the 1962-63 academic year have been announced by the Committee on Education, headed by Donald Q. Faragher, FAIA.

Thirty-one of the sixty-nine scholarships are provided by AIA Trusts, and thirty-eight are administered by The AIA Foundation. (Report of the Foundation President, Allan H. Neal, FAIA, appears elsewhere in this issue.)

Donors to the Foundation include Blumcraft of Pittsburgh, International Association of Blueprint and Allied Industries, Inc, The National Board of Fire Underwriters, and the Ruberoid Company.



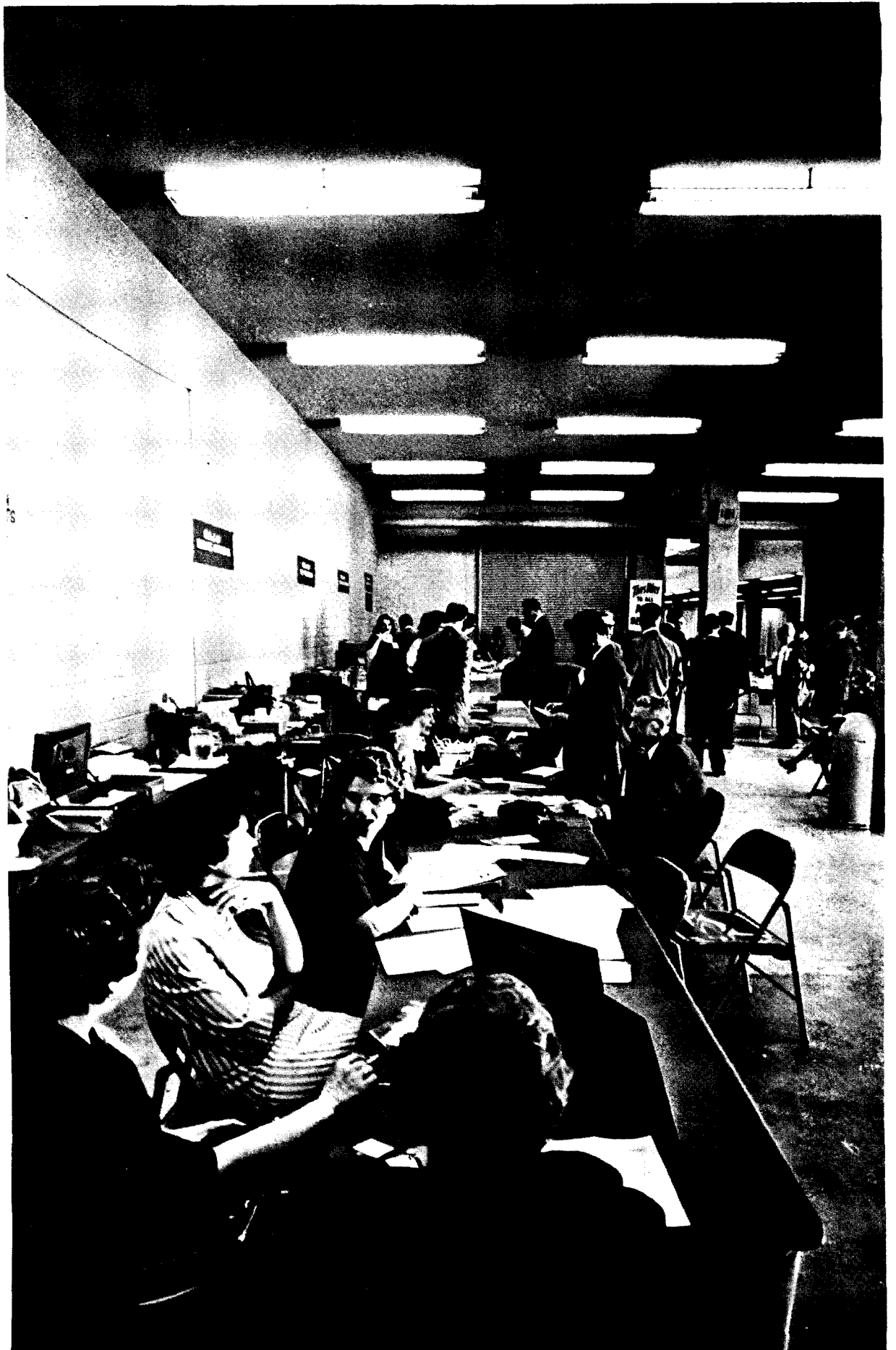


## New Dimensions of Architectural

**Practice** The 94th Annual Convention of The American Institute of Architects was called to order in the Dallas Memorial Auditorium by Regional Director Reginald Roberts at a quarter to ten on Tuesday morning, May 8th, 1962. After the invocation, the usual introductions and a welcome from the Mayor of Dallas, President Philip Will, Jr, opened the professional program of his last convention as an officer of the Institute:

“Perhaps never before has a convention program been so closely linked to AIA’s current activities and concern as an organization.

“If it is possible to assign a single label to the thoughts and actions of a group of 15,000 individualists, this year the label would be *Expansion*—expansion of the architect’s role in the community, expansion of the scope of his practice, expansion of the very services which he offers his clients. These will be the major subjects discussed this week in Dallas, both by the membership in its business sessions and by speakers and panelists in their exploration of our theme, ‘New Dimensions of Architectural Practice.’ ”



# Social Dimensions of Design

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## I Charles R. Colbert, FAIA

*Dean, School of Architecture, Columbia University*

► I believe it is obvious to all of us that this does not need to be just another convention and another year. I don't think that it is necessary for us to talk in platitudes saying we are at the crossroads, and major decisions are necessary, because the kind of decisions that we are approaching here at this convention are not made in a moment; perhaps they are only made in decades.

But there is a central question which we propose to explore during this meeting, and essentially it is simply this: Are we as individuals and as a professional group, capable of formulating a response to an ever-crowding world condition that is changing at an ever-greater pace?

We are asking ourselves, in fact, can we grow, and can we meet the demands of our time?

Now, engineers have said that the brain is only a more complicated feedback system. Uranus in ancient times had that philosophy and asked the question whether we did not in fact come from outer space?

Now, if these two things are true, there may well be a sublime order which we are approaching and the shadows behind our foreheads may be erased. But for the time being we are harassed by change, and we are concerned with the uncertainty of our times, our social position, and our obligations.

We are surrounded by a crumbling social system and amoebic new ones that all of us know too

well through our practice. We again come to the platitude of the total responsibility of architecture.

It seems to me we must conceive of architecture in its very broadest terms as the all-encompassing mother art that creates order out of space and harmony in all man-made things.

But with this broader knowledge and the total spectrum of the objective of all of us, we must recognize that none of us individually can do the whole job; that we must accept a small slice of that total knowledge and give it a depth of understanding that has not heretofore existed.

Now, my interest—and I believe our collective interest—must be for our cities, for relieving the tensions and the congestion of these cities towards which all mankind is moving and from which all progress and major decisions emanate. Historically, we have been responsible for this final synthesis of our efforts but we can very little longer remain aloof from the collaboration with other disciplines and other groups who know much more than we about a great deal that we are doing.

There is a new profession that ours has spawned. And this new profession has broken itself down into groups. There is the social planner, the economic planner, the administrative planner, the planner as an agent of government, planners in many forms, and I feel that we must accept these forms for ourselves in our architectural profession.

Now one of our problems, just as that of the planner, is that we are so seldom able to work directly with a problem. We have to work through a board, through an agency of a board, through the views of other people, the normative process of sitting around a table. The iconoclast, the individual working in his isolated corner seems to be a thing of the past.

This is difficult for each of you to take. It is difficult for me. We all have the dream of the superman, as I have read recently. And as we make this transition to greater goals we are confronted with irrational and incongruous situations, and you can see this in the cosmetics of our cities.

We must attempt to escape the desperation that this trauma brings about. The resorting to extreme statement, to becoming perpetual revolutionaries, are in contrast to the mild, bland acceptance of exactly what is without any resistance to it.

If these things happen, we are in fact lost to any productive use and we carry with us as scapegoats some tremendous lost opportunities, and I would like to mention two.

One is the entrepreneur—perhaps in fact the architect of our time whom we insist on disparaging. Another scapegoat, and in our consciousness we try to escape this responsibility of our time, is the automobile, which we condemn rather than find ways to use.

It seems almost too elementary to observe that in order to discharge our responsibility, the architect-planner—and I use that term advisedly—must operate on a different scale and in a new and different way.

Provision cannot be made to administer to the whole of the new man with blind concepts. The vision of the twentieth century—and this is not the God-given right of the architect per se—must be wide enough to embrace all of man's activities and acute enough to understand the details of the individual enclosure, use and function. Neither the traditional approach of the architect, nor any known group can now discharge that responsibility. Just as the modern physician must become proficient in physiology and the anatomy of the living organism in order to recognize and prescribe for the ills, so the modern designer must be able to distinguish between the features of the environment which serve the whole man and those which impede his intellectual, political, economic and social progress.

He must design for the preservation of the former and the continuous adaptation of the latter.

This kind of design must result in more than an alleviation of the symptoms. It must be directed to the causes which now afflict our civilization. We must accelerate the growth of healthful, virile tissues in our cities. This demands that we or

someone accept the responsibility of coordination, and we accept no answers as final.

Man has the opportunity to make any urban environment he wishes, but this cannot be accomplished overnight by any single group. The desires of the public must first be established and given orderly form, power, and continuity of government and economic order. The needed reformation must be accompanied by a persistent search of many disciplines and several increments of cognizance to achieve an environment more suited to society's needs. In a cynical and scientific age, bursting with ideas, products, and skills that expand our potentialities beyond the power of our imagination, the architect stands on the threshold of an age that brings new responsibilities, surpassing anything we have known in the past.

Now, this sounds noble and important indeed. But we must admit the fact of the matter is that the architect's training is traditional and is seldom able to reach beyond the time-worn methods, the endless clichés and shibboleths that restrict us from fulfilling our real function. As men of ideas, if we are anything at all, we are more and more absorbed in verbalization and abstractions which obviate ideas and prevent needed action.

I suggest the way out of this dilemma is a new and deeper concern for the individual, the acceptance of help from other disciplines, the complete elimination of artistic and esthetic snobbery.

Regardless of how trite it may be, architecture is for people. It is for human purposes and only for human purposes that we build. We build to fulfill psychological necessity; to avoid pain, promote love, security, friendship; to attain self-esteem and recognition; and most nobly to create the civilizing influences of life itself. This cannot be achieved by the bland arrangement of blocks nor the acceptance of tradition as it has evolved. These things, the qualities of the inviolable state of the individual, must be sustained in association with our environment and the objects of our handiwork.

The urban complex is symbolic of human conditions and is a perpetual dilemma, never a crisis but always a sickness, an outgrowth of changing human needs and desires.

To fulfill our obligations we must create a total physical environment that keeps in the forefront the basic needs of man. We must use the process and the practice of our art for giving added opportunity to the individual—not for creating the anonymity which is so evident in much of our lives. We must have concern for the smallest physical items and the largest urban environment with full knowledge of their total effect. We may not make judgments by external appearances only—often called esthetics for lack of understanding. We must remember in our day-to-day perform-

ance we have only the use of property and material things. We may not represent the best interests of any client at the expense of the public and the future generations.

In the translation of the emotional needs of many to physical expressions, we may only ex-

pand our services through deeper understanding. To arrive at this understanding we simply must call for the aid of others who can give us the guidance that we need in this time. We may not isolate ourselves as a self-contained cell of a self-sufficient group. We simply must expand. ◀

## II Jane Jacobs

*Senior Editor, Architectural Forum, Author of "The Death and Life of Great American Cities"*

▶ Many workers worry because their work is being taken over by machines. The worry of architects is surprisingly different. Too much of their work—too many architectural decisions—are taken over not by machines, but by human brains belonging to somebody else, and very ordinary brains at that. Instead of technological displacement, the problem is mental displacement.

All too frequently, non-architects are making the significant planning and design decisions before the architect has a chance. In its crudest form, the expression is ". . . and then we hired an architect to make the blueprints." Package builders have formalized much of this kind of arrangement. Even more frustrating, in certain fields such as public housing and urban renewal, bodies of legislation and regulation preordain most of the important decisions, so that it becomes a big deal for the architect if he is permitted the leeway of using colored glazed brick or enclosing drying yards with concrete block or deciding whether to use balconies. Even more pervasive than this, the trend in zoning law is to preordain more and more of the basic building decisions and to control them ever more rigidly and minutely.

Until recently, so far as urban renewal and housing regulations were concerned, the architects have conspired in imprisoning themselves. Now they are becoming disenchanted. In zoning, many architects are still actually begging for preordained, rigid decisions, with which they are going to become just as disenchanted.

Until recently, the practical response to private whittling away of architectural decision-making was mainly defensive. Competition, such as that represented by package builders, was generally

simply denigrated. But defensiveness did not make the package builders go away or the FHA reform itself.

Lately, a more aggressive attitude has been developing. If experts in economic analysis or mortgage financing or regulatory law or real estate have, in effect, become the architectural decision-makers and thus the master builders, or if men who serve as all-purpose organizers of these services have become so, then, it is plausibly reasoned, the architect can regain his rightful place by making himself an expert in just these services, or by making his firm an organizer of them. Perhaps he can replace the men who have been replacing him.

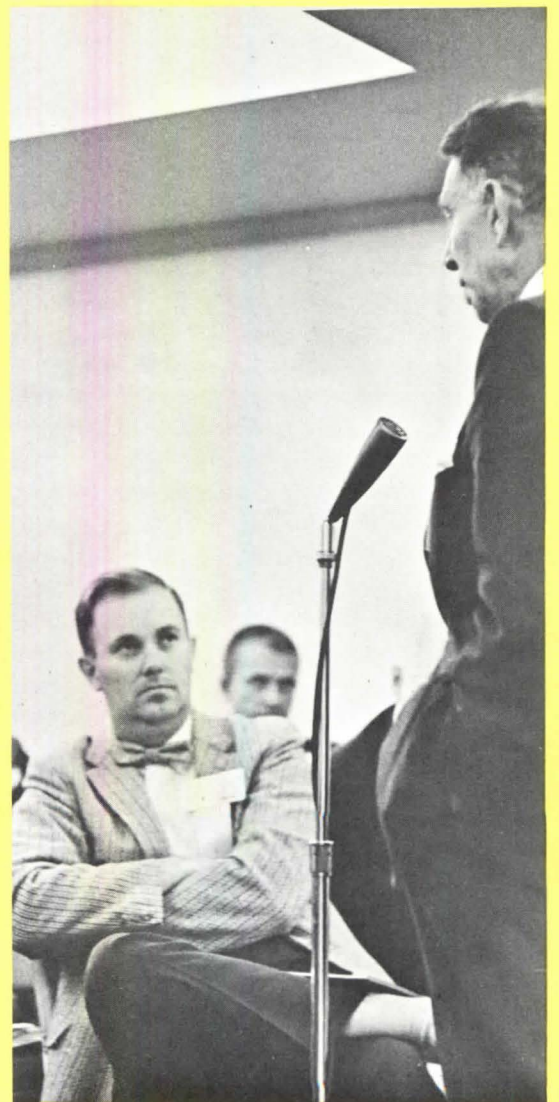
Perhaps, it is plausibly reasoned, if architects had a larger or a more encompassing share in the policy decisions, these would be better decisions. For certainly something is amiss with the decision-making itself, as consumers of architecture are not shy in pointing out. Architecture is getting a very mixed press these days, and the greatest dissatisfaction is not being expressed by Philistines. It would be more comforting if it were.

The most scathing rejections of current building are being expressed by artists, poets, novelists, and intellectuals, and this is worrisome, or ought to be, because artists serve quite remarkably as prophets. And the architects reply, with considerable justification, that they are being blamed for other people's decisions.

It is doubtful that simply taking over these other people's decisions even if this is possible, will improve matters. I see no reason to believe that architects are going to make better loan negotiators or real estate advisers, or manipulators of depreciation, or regulation interpreters, or co-



► Convention week began with a chance for local AIA officials to exchange ideas on their own and the national Institute's program and problems. Monday morning, chapter and state officers held their annual meeting, and the talk ranged widely over such matters of perennial concern as membership, organization, public relations, and committee structure (photos on opposite page). In the afternoon, for the first time, chapter and state presidents met to air grassroots views of current national AIA activities (photos this page). National AIA officers reported the discussion full, frank, and helpful. ◀





## Frank Talk Among Local AIA Leaders



ordinators of capital budgets than other people now doing these services. Nor are architects apt to achieve much improvement or change—except, at best, to swerve the channeling of fees—by making their firms the organizers of all the peripheral building services and skills.

The trouble is less the problem of who is doing what than the fact that something is hardly being done at all, by anybody. A vacuum now exists that nobody can very well fill except architects. This vacuum is the analysis, the understanding and the organization of function—of how spaces and forms in buildings and in cities are used, will be used, need to be used. In short, concern with relationships and with how things work. It is, of course, taken for granted that this is exactly what architects are concerned with. But are they?

When modern architecture was in its formative years, the sacred word “function,” which form was to follow, meant the use of which a building and its exterior spaces were to be put. The structural methods and building materials were to abet and to express this use, rather than conceal it or warp it. This is still true theoretically, but it has become exceedingly theoretical.

“Function,” to architectural students, to teachers, and to many practicing architects today, means primarily—sometimes almost exclusively—the function of structural methods and materials. As a typical example, a recent long and serious article on the meaning of function in contemporary architecture managed to brush off the whole subject of function—in the meaning of how buildings are used—with one short, almost parenthetical paragraph. It was devoted otherwise to exploring the meaning of function with respect to structural design and materials.

For a generation now, Architecture with a capital A, has become more and more preoccupied with itself, less and less concerned with the tangible workings of the world that uses it. I am particularly conscious of this alienation of use from architectural design as it affects city design and project building because I have been thinking a good deal about how cities work and the relationships among the uses they contain, but I believe the same deficiency, the same alienation, exists with respect to many other kinds of building.

Today, architecture is largely living off an inherited reservoir of ideas about the uses of buildings and spaces, a store of observations and conclusions collected two and three decades ago when the way in which people tried to use buildings was an exciting subject to many architects and much explored.

Except for hospital design, very little has been added by architects to the store of fundamental ideas on function, for almost a generation. Some

of the store is still serving us well. We are living quite decently on such inheritances as Frank Lloyd Wright’s understanding of function in the single-family house, or Perkins & Will’s understanding of function in Crow Island elementary school—two examples of how radical and how perspicacious and how fruitful architectural re-assessment of function can be.

We have no such useful inheritance of architectural analysis of function in cities, which is one reason that our urban design is such a catastrophic mess. We have LeCorbusier, whose dream of towers in a park has been a powerful contemporary molder of city forms, but this has nothing to do with the functions of cities, nothing to do with how they work. Function is trying to follow form and is taking a beating. From my own experiences as a worker in a new office building, I would say that there is need for much more understanding of how organizations of white collar workers operate—as organizations. The architectural store of information on how buildings and how cities need to be used, on how things work, is not good enough, not sufficiently up to date, and is nowhere near complete enough, and it is not being added to significantly.

Instead of a down-to-earth concern with the tangible details of how the mundane affairs of human beings carry on, we seem to get more and more infatuation with pretentious and windy abstractions. The title which I was given for this talk is an apt example. I was supposed to talk, so the brochure said, on “The Human Equation in a Planned Society.”

Now, what does that mean? What is a human equation? Is it a proposition asserting the equality of human beings with something else, unspecified? And what planned society is meant?

We have planned housing, to be sure, and poor stuff it is, and we have various other planned things with varying degrees of success and failure, but we most decidedly do not have a planned society. Was I supposed to address you about a conjectural future? Or about countries which do have planned societies? “The Human Equation in a Planned Society”! In an impressionistic way, of course, that title does mean something.

It means that fruitless and subjective rationalizations about what ought to be good for people, or what people ought to want, or trite reminders that people inhabit architecture, are too often substituted for the hard work of learning how things are used in our real world—whether buildings or cities; substituted for the hard work of understanding how spaces and forms really operate when people put them to use.

The growth of whole professions of functional consultants is perhaps less a symptom of impracti-



cal complexity of knowledge than of disinterest with function on the part of many architects. This is a way of saying, "You dig in and learn about the functioning of this building, and write me a program that tells me what to design."

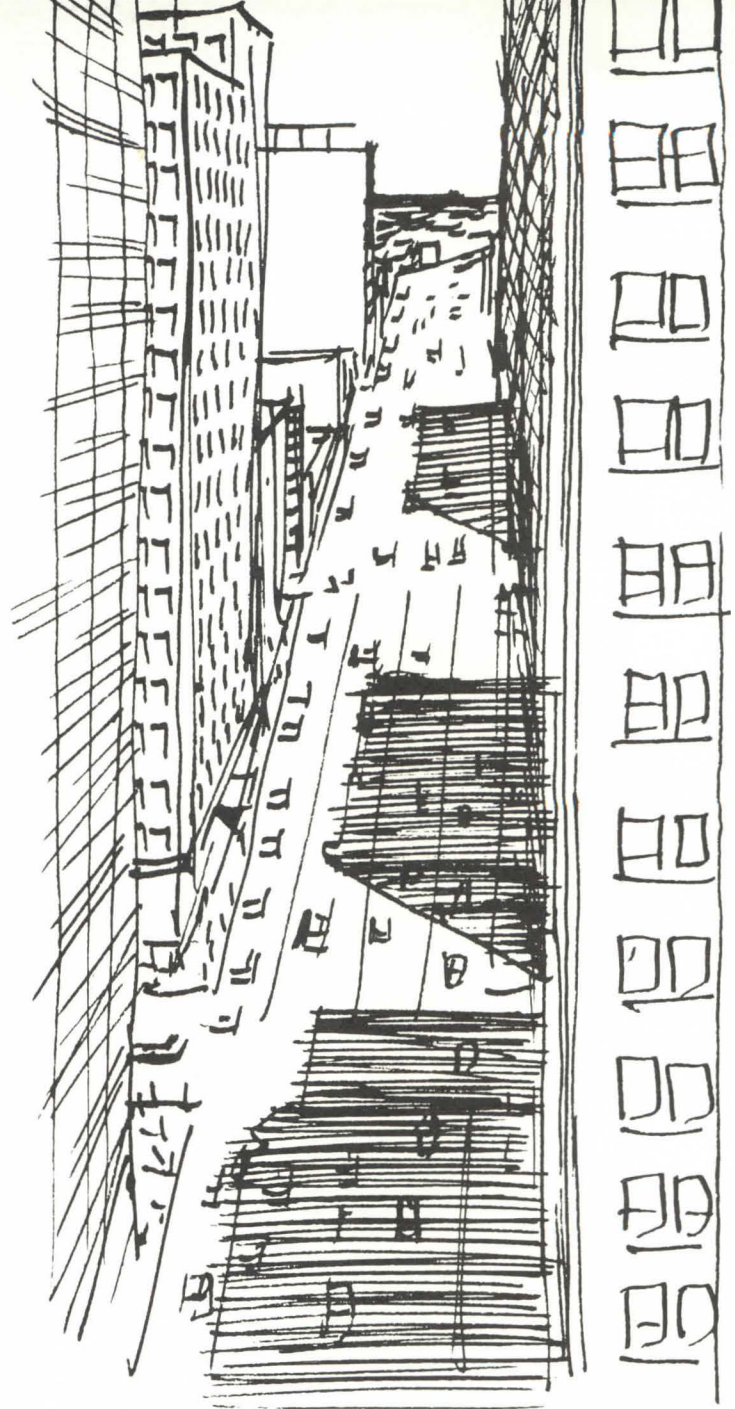
More and more, architects sit down with such experts or supposed experts, and learn about the presumed uses of their buildings or projects second-hand or third-hand. The experts with whom they work may have very little conception of the capabilities of architecture as a prime principle of organization. They may report superficialities and ignore the heart of the matter.

The great organizing concepts in design—whether of buildings or of cities—are use of spaces and relationships among uses, and the way various uses try to use space, in spite of itself. Out of such understanding—or out of the lack of it—come, ultimately, all other building decisions, from the siting of stores, offices or factories, to the state's contributions per elementary pupil deemed necessary; from the categories of buildings embedded in zoning law to the ground coverage or bulk or density permitted; from the arrangements for eminent domain and for subsidies in urban renewal to the proportion of the mortgage that will be insured.

None of these, or any other decisions commonly affecting building—no matter how routine, no matter how unsuitable—have come about by accident. They all grew out of somebody's conception of function, the great organizing principle of building.

To deal with function—to deal with how things work—is to deal, in a most fundamental and governing way, with organization and order. Whoever does this is the master builder. To the extent that this work of the architect is left undone, or is surrendered by default to obsolescent or unsuitable regulations, or is frozen at a level of information twenty years old, or is based on virginal ignorance of life instead of knowledge—to this extent the job of basic architectural decision-making atrophies. A scramble as to who gets the right to make poor or preordained decisions is a sorry competition and one which the architect, by definition, can never win. The responsibility of negotiating the mortgage may give a man, briefly, the illusion that he is the master builder. He will find he is no more so than when somebody else negotiated the mortgage.

The kind of organizing mind which is desperately needed is the kind of mind and ability that architects traditionally and ideally were trained to possess and to put to use. I say traditionally, because I am not so sure that architects today are being trained as analyzers, organizers,



and handlers of the functions of spaces. I wonder if men and women with this kind of organizing mentality are getting the stimulation and the encouragement that they should from their architectural education, or whether they are regarded as possessors of nuisance minds, interferences to order. The romance that design is almost purely a skill in handling rather abstract form, and that a person with this facility can as well design a city as a house, has a strong hold in our schools.

It is a point of view which produces building design technologists, but not architects, and this is a great pity, because there are no substitutes for architects and they have never been needed more, as innovators, than they are today. ◀

**The Politico-Economic Base for Urban Architecture**

► Having been a lawyer before becoming a Mayor, I acquired a very early consciousness and appreciation of the power of words—how time and usage can change their definition—how significant it is sometimes what place they occupy in the grammatical composition of sentences. As an erstwhile persuader of juries, I soon realized that slight inflections of the voice, the context in which certain words were used, was tremendously important to the success of your subject matter. The origin of words and their transition by usage into different or enlarged definitions often tell a story within themselves.

Generally there is one word, or a phrase, in every title or sentence upon which all the other words are hung. To me, the two words of the title of my talk which support the remainder are “urban architecture.” The adjective “urban” tells me of a particular type of architecture in which you have manifested your interest. But what is “urban” architecture? Does this word connote a grand division of the basic components of the architectural profession as “equity,” “constitutional,” or “common” denote major sections of jurisprudence? One of the first Latin words a scholar learns is “urbs” meaning a “city.” Roget adds these, among others, “metropolitan,” “municipal,” “burghal,” “civic,” “citized,” “suburban,” and “cosmopolitan.”

Now, add one simple little letter, “e,” to the word “urban.” The word then becomes “urbane” which means “polished,” “civilized,” “cultivated,” “genteel,” “gallant,” “courtly,” “well-mannered,” “well-behaved,” “cultured.” Yes, even lexicons can tell a story through the processes of utilizing your imagination. Herein are the functions and the purposes of a city, the only ingredient to be supplied being the flesh and blood, the humanism, the exciting variations which the necessities, aims, and objectives of a dynamic, gregarious modern society play upon its theme.

Locality cannot differentiate architecture into an urban class. Simply because the edifice you design and build is on Fifth Avenue is not substance for a claim that it is urban architecture. Urban has a lot more significance than that, just by *reference to its simplest definition.*

Man is answerable only to God for his unspoken or unwritten thoughts; once uttered or communicated, he assumes responsibility for them among men. I come today with neither wholesale indictment nor complete absolution for the architects of AIA; I speak with a quick admission that I am not versed in the intricate sciences and ethics of your profession. Let your judgment of this speaker be tempered by the realization that he belongs to another profession and was transformed by grace of the electorate to a local governmental official who has fought and struggled unceasingly for fifteen years to advance the progress of a city which gave him rich opportunities to rise above the lot of a boy of meager means, which gave him continuing facilities to help satisfy an innate and enduring intellectual curiosity, which broadened his cultural perspective, and sharpened his appreciation of the fulfillment of life.

The April issue of *House and Home* headlines brave new goals for architects and their AIA. Frankly, my tongue pushed my cheek out a little when I read such terms as “revolutionary,” “coup d’état” and “gentlemen’s club” in this article. I don’t believe any organization’s membership could be so cloistered or withdrawn as to escape the facts of urbanization which have been with us for some years.

I don’t believe architects have so secluded themselves from the niceties of human reproduction as to be ignorant of the fact that our population is rapidly increasing; that most of humanity are extroverts and gregarious in their modes of habitation even when motivated by the idealistic “little home in the suburbs.” I don’t believe that architects are the only Americans left who have failed to notice that an enhanced *family economic* posture is one of the prime factors behind popular migrations to the suburbs; that suburbia has form and substance only in its relationships with the central city which made it possible.

I am sometimes prone to doubt that anyone, including your speaker, has a substantially workable grasp of the complexities, the intricate patterns, the immensity, the undercurrents, the myriad threads going into the over-all fabric of an urban-

ized community, much less what the cost of meeting these challenges will eventually be. Deductions and logic will give us part of the answers but there are elements involved which have not made themselves felt yet which may be indispensable to any real preparation for the future.

Whatever form this evolution of a manner of living will take in the future or whatever sub-surface adjuncts might emerge as we go along, one thing is certain—the big impact of all of it is now, and will be, on the cities and the lower levels of government. Another philosophical note might be injected here. We can expect no diminution of our problems whatever definition we might give them but, on the contrary, we must recognize and acknowledge that these problems must inevitably multiply and get progressively more complicated.

Cities cannot afford a status quo, or a governmental hiatus. Population pressures alone will see to that. We must find a way to move a hundred million automobiles through the streets designed a hundred years ago in some cases—or find the dollars with which to completely rebuild the urban street system. A conservative estimate of the price tag for Nashville to integrate intelligently its existing street patterns into the Interstate and Defense Highway System is \$118 million.

We must find a way to house another fifty million people decently; to give them sewers; water; sanitation collecting and disposal facilities; police and fire protection; to build and maintain their streets and roads for the efficient and convenient movement of their vehicles; to establish sufficient parks, playgrounds, and provide for their recreational opportunities; secure and pay enough teachers and build enough classrooms to educate them; to care for their aged and their indigent; to provide industry for their emolument; to furnish them other welfare services; to give them art galleries, museums, libraries, symphony orchestras for cultural enrichment.

Forty-three million more housing units will have to be designed, financed, built, supplied, appraised, and sold in the next thirty-eight years, just to take care of the population growth; that means building houses nearly three times the good, bad, and indifferent houses and apartments constructed during the sixteen years after the Second World War. Almost all of these forty-three million homes will be built in the 215 standard metropolitan areas of the United States and, in addition to squeezing all those additional units into these areas, all but the best of the fifty-four million homes we now have will have to be replaced with better housing. I lend a lot of credence to these statements and my audience needs no ouija board to delineate the effects such figures will have on the architectural profession.

Social changes produce physical and economic changes in their wake. Economic alterations are quicker to occur than physical, which are generally the aftermath of economic realignments, especially in the retail sales field. Retailers must be closely allied with clusters of people to sustain themselves in these days of relaxed buying habits. Some industries, badgered by their employee demands for space to park their rubber-tired tons of steel and upholstery in which they must ride to work, and to a lesser degree, handicapped by supply and delivery schedules which are subjected to the whims and caprices of the traffic densities of downtown business districts, have decided that their best interests lie in the utilization of the horizontal rather than the vertical plane and have therefore evacuated cities for the more copious countryside. This not only devaluates the city tax base but also leaves for the most part an empty building for which a use—nearly always a different one—must be found if it isn't to become a total loss to the community and to its owner. Pile these instances up and you have yourselves a serious problem. At least they are serious problems for Mayors.

Might I suggest to you architects that you survey the empty buildings in your own downtown areas? Isn't it true that you have, as others do, just passed them by with a clicking of the tongue and a comment on the shame of its being unoccupied? Have you studied any of them to see whether they are still capable of performing efficient, useful functions, or are you waiting for a client to retain you for the purpose?

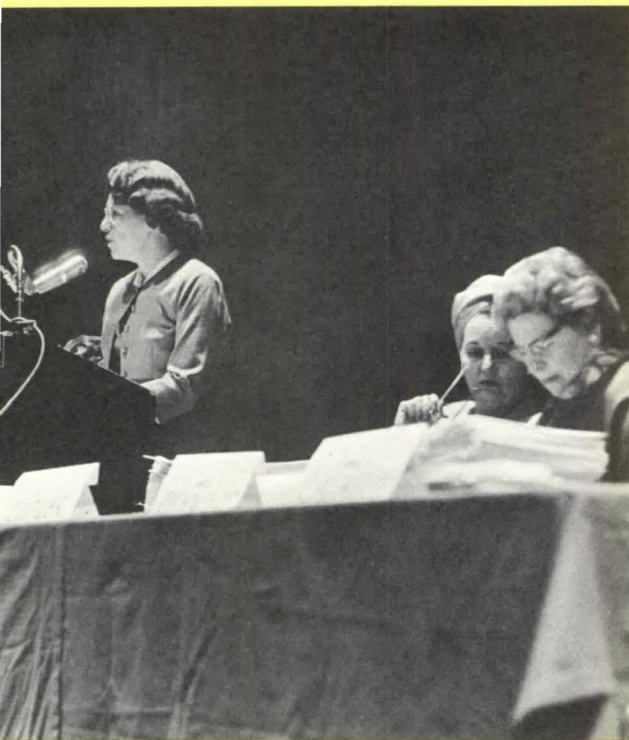
I think you will find in your city, as I have found in mine, that the majority of these vacant buildings are structurally sound—a lot of them even beautiful.

True, most of them are old and their outside appearance from an architectural standpoint may be even archaic, but who, better than the architect, is qualified to pass on whether an edifice has outlived all its useful capabilities? Some one of your number probably designed it years ago for a purpose which it has served long and well. Isn't it possible that another of your number has the imagination to envision another use for it which would be compatible with whatever changes might have occurred in living patterns which have rendered it not dead but dormant? Must you delegate this function to the interior decorator, the engineer, or the planner who decrees demolition with a wave of his mighty arm? I do not think so. I charge you that you are overlooking one of the responsibilities of your profession *if you do not* take steps to obliterate massive waste of structural utility. Show me the owner who would not welcome a plan for restoring the vitality of an idle



► Monday afternoon also saw the first national Ladies' Forum held at an AIA convention. Moderator was Mrs Robert W. Cutler of New York (at microphone above). Purpose of the gathering was to exchange information on organization of ladies' auxiliaries to AIA chapters where none now exist, and improvement in the nation's 45 present auxiliaries. Commented Mrs A. B. Swank Jr of Dallas, "Men don't take into consideration auxiliary needs when they marry. The wives have two things in common: They are





## The First National Ladies' Forum

nice people and they each have one head. After that, they generally fall into two rather large groups. One group identifies with the husbands' profession. They are wonderful at parties and occasions that call for graciousness. . . . Cherish this social arm. The other group is interested in architecture itself. You might break them down into the study arm and the service arm. They are full of fire, ready to go. You have to include both types of women or you'll lose their interest. You have to balance one against the other." ◀



building from an architect, and I will show you a foolish person.

You won't be able to do this from an ivory tower. You will be compelled to acquire a thorough knowledge of the over-all aims and objectives of your community. You will have to exchange intelligence with other professional people. You will have to know a lot of things, what the population trends are and their projections; which types of land-use are the most prolific traffic generators and whether the particular location has an adequate street system to accommodate it. You will have to indulge in a little prestidigitation yourselves but the services you are capable of performing for your community are immeasurable in value if even a small fraction of obsolescence is destroyed.

You will have to look at existing realities with reference to best land uses. You will have to review the experiences of shopping centers in that furniture shops, fine millinery, and dress shops have gone into bankruptcy while drugstores, five-and-ten-cent stores, infants' wear shops, and kindred uses have prospered in the same shopping center. All these and a lot more will have to go into your calculations on how to revitalize structures. You must decide as best you can what the public wants and, bearing in mind that the majority is not always irrevocably right, decide whether or not they should have it at this particular spot.

It has been said that imitation is the sincerest form of flattery. Then quit flattering one another and exercise your own imaginations in design and its related arts. Your talents are not being fully expressed when you make uniqueness of design ubiquitous; the fame of a building resembling a mammoth sting ray, or a spiral staircase, is fleeting and exhibitionary at its very best. The value of design must inevitably be proved in the crucible of utility, convenience, and cost.

Government—Federal, state, and local—must play a role in the urban architecture of the latter twentieth century. Governments are employers of architects but they shouldn't expect the architect to know every item of functionality desired for a particular commission. Government is not capable of adding one iota to the nation's economy through its individual efforts. The only product of government is service to the people. Ask a person how many services he gets for his municipal tax dollar. The better informed will name ten, maybe. Tell him he gets more than one hundred and he will stare in utter disbelief; but he gets more than a hundred.

The Southeastern Michigan Metropolitan Community Research Corporation made a study of the services furnished by the town of Trenton, Michi-

gan, a town of 18,000 inhabitants and documented over four hundred services rendered by it to its citizens. Detroit listed over six hundred.

Architects, like local government officials, must be familiar with these services and their potentialities as well as their availability. The nature of government makes it myopic but we need a set of bifocals. The public office-holder cannot limit his planning to a term of office just as you cannot afford to build for a decade but must build for generations. We must have a philosophy which will give us two views of the same state of facts through the same instrument. We need as clear a view of the horizon as we can manage while simultaneously superimposing the same conditions on the local scene in much closer focus. Who knows better than the architect the first call on the needs of the assets of the community for future capital outlay?

More and more people will want more and more services which will cost more and more money. Local officials are those who will be called on to look the citizen in the eye and tell him whether they will be available or not. State and Federal governments will help. They have in the past and it is inescapable that they must in the future. President Kennedy made a most intelligent, reasonable, and succinct summation of the urban scene in his message to Congress on the creation of a Department of Urban Affairs but the majority of the ears present were deaf.

The composition of America is changing from rural to urban in terms of population, economy, development of land, community form and structure, facilities serving the locality, the region, and the nation. Urban areas have attempted to respond to the requirements of these innovations within the limits of their resources but this is being done with a considerable number of built-in handicaps.

The local tax base, as well as other sources, has been pretty well tapped on by non-local units of governments. Our whole tax structure is antiquated in its operations and its methods of distribution. I would be extremely gratified to have any of you architects tackle that special structure. Sooner or later, the taxing systems and responsibilities will have to be re-evaluated in terms of the end results these changes are creating. The financial structure of every sizeable city is getting closer to peril every day. Capital expenditures, which cannot be prolonged, plus the rising cost of daily municipal services, make it that way. Thirty years ago the property tax was the mainstay of municipal revenues—and it still is. It was sufficient then but no more. Taxpayers never welcome your hands in their pockets no matter how small the amount you take. Cities must, therefore, have other sources of revenue, or, in the alternative,

have more assistance from other levels of government—levels which have in most instances pre-empted the sources.

Not long ago we had the distinguished FHA administrator down to see our ten-and-a-half million dollar airport and he very pointedly told me that the government had contributed seven million dollars to it, and I had to remind him we had sent over two hundred million dollars to Washington and that the take-out was a little deep!

A local official journeying to Washington with his hat in his hand finds a Department of Agriculture with, I believe, the second highest budget in the Federal government; a Department which is willing to dig a pond for a farmer, stock it with fish for him, pay him for *not* using his land, all of which adds up to jillions of dollars.

I am not displeased with farmers. People in cities need them more than they need us, but I cannot resist comparisons of their Federal benefits with the fellow who owns real property in a city. Income tax credits have upgraded and beautified many thousands of farms in this nation. An oil well owner is given liberal depletion allowances on his income taxes. Not so the owner of city real estate. Is there not some way in which the property owner can be rewarded for keeping his properties in an acceptable condition through the medium of a tax break? Or penalized when he allows them to depreciate into slum areas? But let that man I mentioned a while ago with the obsolescent property which can be restored, begin improvements on it and every person for miles around with a tax collecting responsibility is immediately swarming him. He gets no depletion allowance, no obsolescence credit, or much of anything else except to be giggered for doing the very things we are appealing to him to do. Small wonder that few improvements are made in "gray areas." We preach but we do not practice. We, in effect, encourage him to let his properties go, to milk them for all the rental income he can manage, dispose of them at the end, take his capital losses (there are never any gains) and then search out some other area of the city to convert into slums.

In Nashville we have used urban renewal to achieve two objectives in one program. We have five other urban renewal projects in various stages. The success of our Capitol Hill Redevelopment Project has caught the eye of many cities in the country. I was convinced that we could do two things with this Project although I had a devil of a time convincing other responsible people. They told me repeatedly that it couldn't be done, but it was done.

First, ninety-seven acres of the most deplorable slums you ever saw were cleared away from around the very base of the State Capitol. This

was one objective. The other was to induce, if we could, an implosion for the downtown area. Judge for yourselves. Financially, one piece of property now in use in this development pays more taxes to the governments, city and state, than all the slum properties in the project combined did in the past. The cost of the services required to maintain and protect the same area are about one-tenth of what they formerly were. This was rewarding in itself, but the egg in the beer came when the development touched off a multi-million dollar building boom in the downtown area both in the redevelopment area and outside of it. We now have pending a renewal program for most of our downtown central business district which lies within the limits of an inner loop of the Interstate Highway System. We have great expectations for the benefits and contributions this program will make to our entire community economy.

Although I had not heard of my distinguished program predecessor at that time, it was very interesting to see her concur in my ideas of continuous day and night uses of the same land coupled with the highest degree of use stabilization possible, in her famous and provocative book.

Why should an architect be interested in transportation or mass transit? Merely to get to his office in the most convenient way and in the shortest time? His concern with transportation should surpass this superficial point if he wants to be a good designer of edifices. Justice to your client would seemingly demand that you produce a building which would serve his primary purpose, plus all the auxiliary accouterments, for a reasonably long period of time.

You would want to incorporate into the basic structure all the versatility and applicability of uses possible to protect his investment. It would be most advisable, I would think, to keep abreast of transportation habits of his potential visitors or customers, desirable lines of travel, and modes of transportation, popular or to become popular. Until recently, planners kept their hallowed halls of deliberation sacrosanct from traffic experts. No one realized that the change in transportation habits was the motivating factor behind nearly all the other transformations taking place in this urban society of ours. What little transportation planning was done in the forties took place separate and apart from most other planning and, also, no effort was made to coordinate transportation planning at the different levels of government.

I do not say all the problems of transportation we face today would have been solved, but we would have done better than we have. Mass transit was even omitted from transportation planning. We will always need mass transit. Mass transit

would answer a large number of questions on congestion right now if there were some way its use could be increased. Mass transit will never supplant the ease and convenience of the private car as long as it is possible for most Americans to own and operate them. Declining revenues caused by decreased patronage equal higher fares which repel even more people from transit use. When it reaches the point of being equal to or just slightly less than the cost of operating a car, the car is used, and one more vehicle is stacked up on a bridge or at a busy intersection. Barring an economic catastrophe, I see no other course for mass transit than some form of public subsidy. Disagreeable as this may sound, I think it unavoidable. Master transportation planning is vital to every city, plans which combine all the efficient modes of moving people and goods into the places where they want to go or are needed into one workable whole.

If slum clearance is a must for urban living, then urban renewal is a must. Urban renewal alone is not the ultimate therapy for slums. Urban renewal should be used primarily as an inertia dispeller. Momentum could find a source of power in pride, civic loyalty, encouragement of private initiative, and presentation of a wide freedom of choice. Are slums the product of an environment or is the environment the product of the slums? Urban renewal can cover some of the blemishes on the municipal corporate face, but will fall far short of the goal if we permit unhealthy conditions to cause acne to erupt elsewhere. Urban renewal

—not urban destruction—is the aim and the bulldozer is not the only instrument available to accomplish it. Cleanliness and the desire to better one's station in life are contagious if given a chance to operate. American people have always had a penchant for keeping up with the Joneses. A way should be found to show them they can do it, and the downward cycle leading into deteriorating neighborhoods will be well along its way to reversing itself voluntarily.

Man has divided the atom. Man has stuck his finger into the vastness of space. Technocracy, that vast multiplication table, has placed within our grasp many things we would not have had otherwise. With every new advance come problems of adjustment and proper use. Sometimes there are these problems that defy our imagination and our comprehension in their immensity of scope. The urban complex is so gigantic, so many-sided, so many-faced in its operation that it leads this category.

If a new prototype of housing is needed to preserve the city as a residential area, if a new type of design is required to infuse new lifeblood into downtown business districts, if the structural economy of the nation makes it essential for longer life and more utility to become basic components of future business establishment, if the infinity of space and the application of a severed atom need to be translated into areas of usable definition and design, to whom must government and society turn?

To you, Mr Architect. Are you ready?◀

## IV

### Sam T. Hurst, AIA

*Dean, School of Architecture, University of Southern California*

#### Summary

► I think it is clear that what we need here is perhaps not any summary conclusion, but some time to have opportunity for some of the conflicts which are really beneath the surface, between the speakers, which might come into the open, and perhaps the role I might usefully play here is to point to what some of them really are, so as not let us go away from here all too happy with each other.

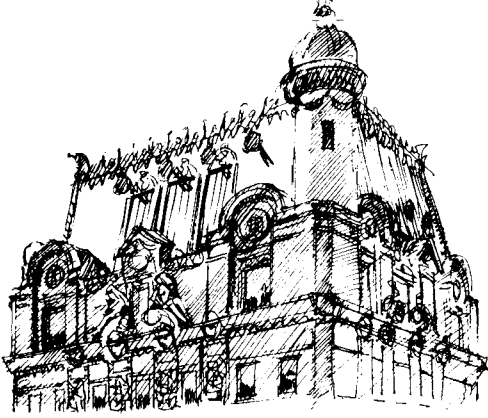
The program today has put together three notable representatives of what we might consider the components necessary to lead us towards some

resolution of our problems in the city, if indeed any resolution is possible.

On the one hand, an educator of great boldness and great imagination and courage now emerges on the front line of education and architecture and planning in this country.

Secondly, a critic of great discernment, one who defies the normal abstractions which we are inclined to make, and who elects to point to very humane and very warm, and very necessary considerations which lie in the heart of cities, and in the needs of people.





Thirdly, a man of political action, great sensitivity to the means necessary to bring about an appreciable change with the public support necessary to do it.

And so I think we have represented here at least three components: education, criticism—bold and provocative criticism, and finally political action. Now, I suggest that we should have some opportunity to discuss differences, and I have noted a few things which Jane Jacobs had to say, and I want to point over against those a few things the Mayor had to say.

She said the towers in the city really had nothing to do with improving people's lives—as I understood her. I think he in turn testified to one high rise building in his own city, not only in terms of its own immediate site and function, but in terms of what it contributed to the area around it.

Mrs Jacobs has said that little is being done by anybody, and the Mayor has testified to what somebody is doing at least in one city. She said that architects are not going to make things much better, and I believe the Mayor has attempted to demonstrate what one group of architects are doing in his city, for better or for worse.

I think the thing we need to remind ourselves is that we are prone to be too ready to claim prerogatives before we are ready to exercise them competently. It seems to me if the good architect today is characterized by anything, it might be perhaps by these things: The breadth of his views; the sharpness of his discrimination; the standards he sets for himself in the work he does, and the integrity of his judgments in point of their reasonableness, and in point of their impartiality and their concern for all the factors which are involved.

To be sure, we in the schools are inclined to let esthetics become terribly important. I think we could take the position that perhaps this is one of our unique responsibilities. After all, it looks sometimes as if the profession doesn't worry very much about it.

I remember a statement from Paul Tillich's presentation at the Centennial Convention in Washington, DC, in which he said: "Environment is what man selects from his surroundings."

To me, this suggested that one of the func-

tions of design is to offer a multiplicity of things, experiences, opportunities from which the city dweller might select—to multiply selectivity rather than to freeze either existing order or any arbitrary order which we might choose to impose. The multiplication of choices is one of the great needs for mobility and for decent life in the city.

In my own city of Los Angeles, people come from the East and say this is your number one problem—everyone is on the move, everyone has too many cars, and we have to somehow stabilize people. Yet I submit that this mobility is power; this mobility represents choice and the ability to select and the ability to be in many places, and to have many kinds of experience, to be in a desert in an hour, or at the seashore in twenty minutes, or in the mountains where there is snow all the year—and to have these things within reach, which ordinarily is not possible.

The new dimensions about which we are speaking here insist, I think, upon new understanding and new sensitivity on the part of the architects. We have a great inheritance in theory from those who, in the last decades, have worked at planning and at architecture, with a great social consciousness and a great deal of deep concern for the many things we discussed here today, and I submit that if the architect is going to contribute more in the future than in the past, he has to come to deal with the realities of the new city, and these realities require him to operate at the political level of the market place, to understand the political reality about which the Mayor has spoken.

It will require him to operate in the area of social concerns in the city, the social reality we know is an essential one, and Jane Jacobs has pointed beautifully to some of the components in her remarks here today, and in her book.

The economic reality has been illustrated by the Mayor in terms of the problems of the city, and the individual who has to live within its economic bounds, the spatial reality which we as architects find especially interesting, and perhaps our most unique area of competence.

Finally, the ethical reality, which has to do with love in the community, and belonging, and many of the things we know man needs especially, that is, if he is to live in the city.

And so today our challenge is to get ourselves ready to affirm this responsibility, but immediately to affirm the need to be prepared for it, to speak about it in terms of real things, not just in terms of grand abstractions.

The opportunity is all about us. We must have the sensitivity to recognize it, the wisdom to understand it, and the strength of purpose to turn opportunity into measurable progress in the years ahead of us. ◀

# New Dimensions of Architectural Knowledge

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## I Douglas Haskell, FAIA

*Editor, Architectural Forum*

**Panel Chairman**

► We had a splendid discussion yesterday by Jane Jacobs and she said that architects should not bother themselves about certain services, as I understood her. She said that it was up to the architect to go after the fundamentals, to discover the functionalism that lies underneath appearances; the permanent patterns of living that people need, and that he should not be swayed by many of these other things.

I love the adorable Jane Jacobs. But I think she threw us behind a problem that has been the hardy perennial of mankind; namely, the question of knowledge and power. Supposing you had the knowledge how the thing should be done to serve fundamental functions and then supposing that you discovered that in the particular situation you were in, the entire design of the town was actually being done by the tax collector. You would then have your fine knowledge and your wonderful purposes all worked out but you would not effectuate them.

I thought that I heard a certain amount of scorn in Jane's voice about people who wanted to step in and manipulate such things as mortgages, real estate deals, bank loans, and so forth. On the other hand, you have to know the whole Jane to know what that really meant. In New York City everybody had to pay so much attention to what Jane was saying instead of tossing it off and saying, "Here are those architects and artists again. Let them rave," because she is a

superlative politician. She knows exactly how to do corner-to-corner street fighting and ward canvassing, and that is why she is formidable. I contend it is necessary for us in architecture to have both of these capacities—to know what the deep purposes are and then to be able to yell and fight and scratch like hell, if necessary, and I am sure that those who have effectuated anything in the field are aware of that.

Now, things have been shifting pretty fast, probably faster than those of us who day-by-day look at our day's work have realized. This shift is why we are in such an anomalous position. Never before was it possible to make such a wonderful definition of architecture as we have now, when we say "The ultimate purpose of architecture should be to convert all human surroundings into a wonderful human setting." This in its way is as much an enlargement of earlier concepts of architecture as the enlargement which physicists have achieved in their field. But we find, curiously enough, at the same time that we are standing trial for the greatest ugliness ever achieved on the American landscape. We are being held responsible for what has come to be known as "the mess that is America."

If those two things coexist like that, there is certainly something missing somewhere in the calculations. I would say myself that a fair share of the discrepancy has been caused by a long-term glacial shift in the nature of the client in

architecture. Traditionally, all architecture has been based on serving great individuals, whether the great individuals were the great patrons, such as one of the Medicis or J. P. Morgan or Mr Bronfman of the Seagram Building.

But now what? Now we find all at once that there has been an “architecture” getting erected in the field of economics, which is quite as formidable as our own architecture. And its general purpose seems to be that people float their building enterprises on a basis of control without ownership. They are floating buildings on vast pools of savings which are labelled either “taxes” or “insurance company deposits,” and they dig into this to get all the financing they possibly can. So you find that your real client is a hard-struggling FHA inspector working for something labelled “government,” or you find that your client is a builder like Uris Brothers seeing if he can’t possibly work up 125 per cent financing. Neither one owns the product in any real sense or takes the pride of an owner in it.

Those who don’t keep up with the techniques needed to handle these matters are indeed in need of new dimensions of knowledge. These new dimensions of knowledge are necessary in order for the architect to get good work carried out and you all know it.

So it is not much help to make disapproving sounds about how terrible merchant builders are or entrepreneurs and people like that. We have to work out new techniques to convert people like that into creative clients. The difference between the philosopher and the architect, as Paul Valery said, is that the philosopher’s business is to raise magnificent doubts; the architect has no choice but the dirty necessity of making a statement. And his statement has to stand in steel and brick. So he can’t holler, “Oh, Mama, dear Mama, I’m about to die, because I don’t know who the guy is who has his knee in my stomach”—you had better know the new client and how to convert him instead of letting him kill you. You had better live. ◀

## II William L. Pereira, FAIA

### The Architect and the Entrepreneur

► When I was asked to take part in this panel, and speak on the subject, “The Architect and the Entrepreneur,” the first thing I did was to reach for the dictionary and look up “entrepreneur.” (In our office we put great faith in research.) The word comes from the French, and literally means “in-between-taker.”

Given just a little more English, it would become “enterpriser,” which is probably as good a definition as any. Webster says an entrepreneur is “one who assumes the risk and management of business.” The Encyclopaedia Britannica goes a little further. According to it, the entrepreneur is “a person who assembles the various means of production and, by mobilizing them, renders them operative and useful. He is a promoter or initiator of production.”

That was as far as I got at the time. For just then the telephone rang. It was a friend who happened to own a good bit of land in Southern California and who had been approached by an “entrepreneur” who claimed he had a company interested in leasing a facility on his property. Would I talk to him, my friend asked, and see what the story was?

I said yes, and immediately found myself in the familiar round-robin of conferences and telephone calls. The promoter, at least in this case, was serious. The prospective tenant was interested in a lease, but first there had to be a commitment from the mortgage company, and for that there must be plans. And before they can be drawn up the architect must sit down with the client, and then with the lending institution and then—if it becomes a job—he goes back through the whole circle again, interpreting everyone to everyone else. Can you blame him if sometimes, when nobody is watching, he stands in front of his mirror and, paraphrasing Louis XIV, whispers, “*L’entrepreneur, c’est moi!*” He, more than anyone else, has “assembled the various means of production.” He has mobilized them, and rendered them operative and useful. He is, in this instance, the real enterpriser. He could even be described as the “in-between-taker” except that he is not taking anything—cash or credit—for his entrepreneurial efforts.

And this is the paradox of our profession. The architect who by experience, training, and natural inclination, is in the most strategic position to

correlate and control the diverse forces that create environment has had his place usurped by an individual (or group) whose livelihood derives from the liquidation of land, rather than its preservation, from the manipulation of short-term assets rather than the maintenance of lasting values.

This entrepreneur is generally a man of considerable business acumen who would have done well in any commercial undertaking. But the attractive economic climate created by our tax structure and financing techniques have drawn him irresistibly instead into the field of land development or, more precisely, land exploitation. He is found most prevalently perhaps in the tract housing field, where a combination of architectural gadgetry, guaranteed mortgages and the promise of "cheaper-than-rent" home ownership allows him to profit on the increment of the land.

His houses are cheaper to buy than they are to rent; and they are also, when something goes wrong, cheaper to walk away from than to hang onto. Meanwhile, the so-called entrepreneur has taken his money and gone home, leaving the seeds of blight to take root behind him.

The story is much the same in the commercial field, though the ingredients are slightly different; here the recipe calls for land on option, an imposing professional document that we know as schematics, an unprovable cost, a sackful of prospective tenants, an if-and-when-mortgage commitment, and an ephemeral equity that remains poised on the project just long enough to permit him to dissolve his tentative ownership. Our cities and suburbs are pockmarked with the by-products of this witch's brew.

To this kind of entrepreneur the architect is important—not for the real service he can render, but as a lure to attract those who will assume the risk the entrepreneur is reluctant to accept himself. And it is curious—the entrepreneurs have an almost uncanny faculty for finding the right architect—the one who will render just the services he wants for the fee he is willing to pay. Sometimes, of course, the project has some reality. But more often than not, it has only questionable justification, and the architect finds himself developing the sketchiest kind of material, and permitting its unlimited promotional use, for a deservedly paltry fee.

Often the architect rationalizes his participation by telling himself that when the project is financed he will be able to study it properly and give it the research and planning and thought it needs. But the process of creation cannot be reserved this way. The germinal idea, good or bad, has been planted and what evolves from it can be pruned, perhaps, but never basically altered.

Of course not all entrepreneurs fit this description. Many of them are men of imagination and good will, who are sincerely anxious to see the best job done.

But there is one thing that even the best-intentioned entrepreneur is not equipped to provide, and that is continuity of leadership.

In the lineage of all great projects there has almost always been an entity that furnishes this continuous direction—whether it has been the Popes of the Renaissance, the regents of a university, the stockholders of a corporation, or even an individual owner.

When and where this leadership exists, the various elements that must be united in a project—the landowner, the architect, the builder, the lending institution—are given a collective force and effectiveness frequently greater than the sum of their parts.

Where such leadership does not exist, the competent entrepreneur becomes an essential element—the catalyst—in project development. He deserves our help—our knowledge—and our integrity. No more—no less. But what's more, the project deserves at least the same.

The architect still bears the basic responsibility for authorship and the ethical entrepreneur will have it so. The professional leadership is there and must be maintained.

When such leadership does not exist, however, a vacuum is created which the hit-and-run entrepreneur often rushes in to fill. But the leadership he offers is of only the most desultory and limited kind. In fact, it is usually only the illusion of leadership, a mirage. Where, then, shall we look for guidance? Who is going to call the signals in this increasingly complex game of "society-planning?"

I submit that it must be the architect. I have already mentioned that many of us are already performing many of the functions of the entrepreneur, though not profiting particularly thereby. We are agreed, I am sure, that no one is better placed vocationally to act as liaison among the various agencies whose combined resources are needed to shape our brave new world. What do we have to do before we get our badge, the one that says LEADER in letters big enough for everyone to read—including the entrepreneur?

First, we must look at ourselves—at our own individual ability to become both judge and jury of our own competencies. We have agreed that it almost always takes a good client combined with a good architect to make a good job. This means a high standard goal on the part of both. The entrepreneur is not the goal—he is the "midwife." The child is ours—the goal is our responsibility.

So in the final analysis it matters little whether

the architect is at work today on a project which has a conventional or traditional origin, or one in which the catalyst is an entrepreneur—the standards of performance can and must be the same. Our opportunities are no more and no less. To meet them, we have suggested to ourselves the need for the expansion of our services.

There are many ways to interpret that magical phrase, “expanded services.” It can be equated with expanded professional responsibility—an extension of the visible spectrum of architectural practice to include, at one end, planning, and at the other, interior design. It means taking a good hard look at the services we already offer, and making sure that they cannot be improved, expanded in quality.

It may even mean finding someone else besides ourselves to perform the service. We like to compare ourselves to doctors as a professional caste, and yet we are reluctant to be specialists. An obstetrician, confronted with a cardiac patient, sends her to a heart man without giving it a second thought. And yet how many of us, offered a job—a school, a store, a factory—that we know is not our forte and that someone else could do far better—how many of us, honestly, are going to refer that job to another office?

In our effort to be all things to all men, we run the risk of becoming professional amateurs. And by refusing to relinquish the little authorities we compromise our claim to the larger leadership.

As well as expanded responsibility, expanded service demands expanded knowledge. I know this sounds like one of those vague, safe generalities that find their way into speeches of this kind, but I mean it in a very practical and, yes, profitable sense. What our growing, changing, confused world wants of our profession, and is willing to pay for, is knowledge—knowledge of the forces that shape our society and its environment, and the ability to distill from this knowledge physical solutions to the problems that beset us and the promises that beckon to us. Call it master planning in its broadest sense, if you like, but this is the manifest destiny of architecture and where I firmly believe *our future lies*.

In my own experience, for instance, one of our most important expanded services is research. Our library is as significant a center of operations as our drafting room, and our director of research enjoys equal status with my partners.

And when I speak of a library I do not mean just a repository for Sweet’s catalog and back issues of the architectural magazines, but a place where we can conserve and consult source books in literature, geography, history, philosophy.

Economics is another area where the architect must be knowledgeable if he is to expand his

services. I do not suggest he become a professional economist—he should not try to appropriate the place of the expert—but he must educate himself sufficiently to be able to interpret to and for the economist.

Science is still another field for study; if the architect is going to practice effectively in the world of today—and tomorrow—he must be at least literate in the new technologies that will in large part determine our way of life. And, as always, the architect must know history, and inform his design for the future with his knowledge of the past.

We are prone to think of architecture as a graphic art. Yet, in its true dimension, the drawings we make are only part of our professional responsibility and really not the most important part at all. We must spend as much time at our desks as at our drafting boards, as much time reading and writing as we do drawing, as much time listening as we do talking, if we are to fulfill our function as the new entrepreneur of environmental design.

We must acquire knowledge, remembering that its acquisition takes time. At the moment our firm is planning a new campus for the University of California. Only within the last few weeks have we even begun to consider the configuration of the buildings. Yet my associates and I have been preparing ourselves for this project for almost ten years.

During that time we have studied universities, and how they came to be, over the last two thousand years. We have filled a dozen volumes with our background studies. We still feel we have much to learn. Yet a few days ago an architect friend telephoned me to say he had a contract for a comparable project, and that he had ninety days to come up with something. Could he look over our stuff?

I said yes, but I don’t think I was doing him or his client, whoever it may be, a favor. In this case, a little knowledge is a very dangerous thing indeed.

Francis Bacon claimed that he had taken all knowledge to be his province. I do not recommend this as a panacea for our profession. But I do suggest a broadening professional horizon as the best way to expand our services and eventually our incomes.

Whatever we call ourselves—architects, planners, environmental designers—our obligation and our opportunity is to provide leadership. If we do not, someone else will. And we will all find ourselves at future conventions still trying to decide, in panel discussions like this one, why someone else is getting a bigger piece of our birthday cake than we are. ◀

**Economic Opportunities for the Architect**

► I wear three hats; that of an academic economist, of a public official, and of a private businessman. I have the advantage of seeing the aspirations and frustrations of each. This gives me something in common with you architects, with whom I happen to work while wearing each of the three hats. In the process I have gained a deep respect for your profession.

The economist weighs the possible against the probable. The public official has to weigh the desirable against the attainable. The businessman, the risky against the sure thing.

On the sidelines is the layman with all the answers and not much information or sense of responsibility. Everybody thinks he knows something about economics, and a little knowledge can often be a dangerous thing. Everybody can second-guess a public official. The ordinary citizen is like a football fan on the fifty-yard line. He's paid his taxes. He is sure this is his football ticket that entitles him to criticize, rightly or wrongly, every move the quarterback, or the official, makes after it's all over. On the sidelines, of course, he has the benefit of hindsight and sometimes even a more unobscured view of the playing field. The businessman is criticized because after he has taken his chances he might come out with a profit, and some laymen, and professors as well, think there is something unethical about this. I don't happen to think so because I know something about the long training, the dedication, and the long hours and frustrations each one of the three put in before attaining a successful result, and I also know how easily it might have turned out unsuccessfully.

You may be wondering, what does this have to do with the architect and his problems? A great deal, in my opinion. You have to share many of the same frustrations and criticisms. Cockeyed or not, everybody has economic views. Everybody also lives in a house and has set ideas of how it ought to be built and designed. Fortunately, he only goes to a crematorium once in a lifetime so he doesn't try to tell you how it should be designed. Unfortunately for you, he doesn't know much about your business, its costs, its limitations, and what is probably even worse, he blames you for something you didn't even do or weren't even allowed to do. Even architect-designed plans for a California ranch-style house seen by an

unimaginative mid-westerner—my apologies to the more imaginative ones in the audience—in “House Beautiful” and ordered to be built in the mid-west or in a New England snow bank is something you architects really can't be blamed for. It must be more than frustrating to be highly trained, technically and esthetically, and have to see what goes up around the country, and even to be blamed for what you didn't do as well as for what you did do, and, of course, as far as the layman is concerned, were overpaid for.

Americans on the whole are a well-meaning but pretty insensitive lot. They apparently aren't bothered by the fact that they may be living in an attractive and comfortable home but drive to work along congested freeways, or past screaming billboards, gaudy neon signs, unsightly and unnecessary telephone poles and electric wires, rusty old auto junkyards resulting from indiscriminate land uses, and haphazard strip zoning, and Topsy-like growth of our cities, with deteriorating residential and commercial and industrial slums, breathing polluted air that isn't fit to breathe by man or beast. I could go on but better not get started. Insensitivity, apathy, and a laudable desire not to interfere with the other fellow's rights are probably responsible for the somewhat unattractive situation I have just described.

In the long uphill struggle to change this situation, I think the architect has a unique role to play and a definite responsibility because he is probably the best-fitted by reason of professional interest and training to take the lead. American cities could all be beautiful. They don't have to be ugly, and what kind of a city our children and grandchildren will live in when the year 2000 rolls around—and it's not as far away as we think—is up to us right now. You have the technical competence to take the lead in it, we as a country have the financial wherewithal to do the job—if we want to—but *all* the citizens, economists, officials, businessmen, architects, and all the others are going to have to be willing to take an interest in it and do something about it.

Other speakers at this meeting will point out or have already pointed out the opportunities and challenges for architects in urban renewal, the political and social problems we face in renewing our cities, and the human factors involved. In this session, “New Dimensions of Architectural

Knowledge," my assignment includes the task of discussing "Economic Opportunities for the Architect," not a "nuts and bolts" approach by way of costs but the broad implications of the importance to the architect of being aware of all the economic implications and, therefore, opportunities open to him. I think I realize some of the practical limitations of the architect's role when he has to be the midwife to somebody else's project started with somebody else's money for somebody else's profit. It just so happens, however, that the architect's self-interest and somebody else's self-interest can coincide harmoniously and profitably for all concerned.

Eight years of living and traveling in Europe and Asia and fraternizing with architects and viewing the results of several thousand years of architectural triumphs and failures in addition to the contemporary ones gives one some insights, though not the right to preach, about the opportunities, economic and otherwise, for the present-day American architect who wants to eat as well as build a monument to his creative ability.

In some respects I imagine the American architect must envy his Scandinavian counterpart who is the entrepreneur and owner of many of the housing developments he has designed. February of this year I was privileged to be invited, along with a number of members of your profession, on a *House and Home*-sponsored housing and planning tour of western Europe. Around Copenhagen, for instance, we saw a number of attractive, colorful, modern, and, I suppose, profitable, apartment buildings designed, constructed, and owned by individual architects and groups of architects. At least they really have to live with their product, elevators and all. Where successful, and I think they are, they also have the satisfaction of realizing what the economist would term a pretty direct correlation between reward and effort.

The European architect—and he has his frustrations too—works possibly more closely with government officials and planners than our own do. He has to because there is more government involvement—which I am not claiming is good—because of financial necessities, the urgency of post-war rebuilding after wartime destruction, and the opportunities for starting new towns and developments from scratch. He is also aided by a citizenry that is esthetically a little more aware than the American public of the desirability of trying to provide as harmonious a living environment as possible while preserving, sometimes a little too often but frequently for the good, the better values and monuments of the historical past. The European, already used to more crowding than we, has learned to take a more realistic

view of private property and land-use rights. In America, as far as land-use and property rights are concerned, planners sometimes overdo their ideas and become too inflexible when they try to second-guess what somebody else, young or old, ought to want. On the other hand, no planning at all also has its shortcomings. I am not impressed with the romanticism, or the colorfulness, of unhealthy dilapidated buildings and too much of a hodge-podge of mixed land-uses. It's too easy an excuse for the slum landlord not to do much about fixing up his ramshackle and unsafe and unsanitary quarters, and he doesn't add much to the city tax coffers, which the rest of us have to fill for him.

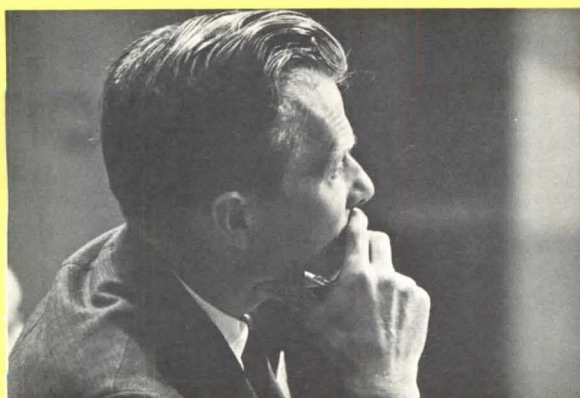
America, as a matter of fact, is the world's real pioneer in peacetime urban renewal for two reasons: We probably need it worse because of the unplanned Topsy-like growth of our cities and because we also have the financial means to do it—if we want to do the job. In many ways the Europeans could learn from us about private industry-government cooperation in urban renewal, land acquisition, development, disposition, and the like.

However, in post-war Western Europe I think we have seen more imaginative design in churches, public buildings, offices, and factories than in this country. In England, for instance, I think in the new and rebuilt town there is more attractive site layout and design (under more limited conditions) of housing developments and malls and shopping centers than in this country. They seem to know when it's a good idea to include and when not to include ground-floor stores in multiple housing units and office and commercial buildings. One of the reasons—and I say this as a free enterprising registered Republican—is that in Europe maximization of profit in private development and land-use is tempered with a greater restraint of commercial enterprise, restrictions on unesthetic billboards and the like, for the public interest.

For instance, in the New Town of Crawley we visited recently, I was impressed by the fact that instead of telephone and utility poles cluttering up the landscape—I'm sorry to appear so prejudiced in this matter, but our wires and poles bother me and I can't visualize them as not being there any more than I can accomplish the trick of my Chinese friends when I go to the Chinese theater with them. They just don't see the stage-hand when he passes back and forth in front of the actors to move furniture and change scenes without pulling the curtain while the show goes on—all the utilities were placed under removable sidewalks for easy access. Besides, the streets don't have to be torn up every time somebody wants to add a water, sewer, or other service connection.

# Expansion, Imitation And Romance

► At 9:30 a.m. Tuesday, President Will called the convention to order beneath the pocked ceiling of the spacious Dallas Memorial Auditorium theater. “In the translation of the emotional needs of many to physical expressions,” said keynoter Charles Colbert (top right), “we may only expand our services through deeper understanding. To arrive at this understanding, we simply must call for the aid of others who can give us the guidance that we need.” Needled Nashville’s Mayor Ben West, (right center) “It has been said that imitation is the sincerest form of flattery. Then quit flattering one another and exercise your own imaginations in design and the related arts. Your talents are not being fully expressed when you make uniqueness of design ubiquitous.” Jane Jacobs’ target was architectural education: “The romance that design is almost purely a skill in handling rather abstract form, and that a person with this facility can as well design a city as a house, has a strong hold in our schools. It is a point of view which produces building design technologists, but not architects, and this is a pity . . .” Summarized Samuel Hurst (below), “I think we need to remind ourselves that we are prone to claim prerogatives before we are ready to exercise them competently.” ◀







In England, too, some of the best design and methods of prefabricating schools have been developed by government rather than private architects. Some of this quality and modern methods could get through to my native state of California.

The pedestrian malls and attractive shopping centers of towns like Crawley in England or bigger cities like Rotterdam, which has done a magnificent job of rebuilding after the disastrous leveling by German bombing, show that architects and planners were undoubtedly given a freer hand than in this country. Attractive and inexpensive and quickly-constructed prefabricated concrete component buildings we saw in France would be well worth our looking into. France and Belgium have both been readier for new ideas than we traditionally give them credit for.

In West Germany there are also some attractive industrial, commercial and private and public buildings, and their architects are taking an active part in city planning and broader problems than the "nuts and bolts" design of buildings. However, I hasten to add, that they are not as careful or responsible as our architects in their cost estimates, and like architects of most western European countries, design buildings and homes that look more attractive on the outside than they are practical or comfortable on the inside. Their interior housing design and fixtures are usually about twenty years behind ours. A friend of mine building a house in Germany showed me the five pounds of documents and thirty-seven different permits he had to get over a two-year period to build his house. His financing was equally complicated. To say to you there is less red tape in America in financing and building may sound a little like saying "It feels good to quit hitting yourself over the head with a hammer!" It's still so.

If one further digression be permitted, I am utterly unimpressed with the design and architecture and buildings of East Germany, Poland, Yugoslavia, and the Soviet Union. I lived through the "monolithic monumental" architecture of the Nazi German period first-hand in the 1930's. The present "gingerbread Gothic" monuments to "Gigantomania" I have seen behind the Iron Curtain from Stalinallee in East Berlin to Moscow are "for the birds" in my book. They are all façade, pretty sadly put together. The seven skyscrapers of Moscow—none of whose elevators or plumbing work—all built from the same identical blueprints, wouldn't offer much challenge (or economic return) to the architects of America. The only thing the Russians excel in is that with some of the best materials in the world, including beautiful colored stone of all kinds, they are the world champions in putting up brand new build-

ings that look twenty years old the day they are finished. Nor do I believe their fantastic claim in number of dwellings built. If they are putting up three million units a year as against our 1.4 million, they are counting every outhouse and chicken shed from Minsk to Vladivostok as a separate dwelling unit.

Please accept my apologies for the digression, but once you have seen and lived with these things you feel a greater sense of urgency and wish our people would wake up and quit being so naive. In my book the Russians are the world's most colossal bluffers and we are the nation most easily bluffed. But to get back to our subject:

The role of the American architect in the future will depend not only on the positions taken by the public and by government, and more specifically by those like the developer, builder, financing institutions, and entrepreneurs who engage him and work with him, but very strongly on how knowledgeable the architect is in the broader aspects of his work. His suggestions, in order to be respected, must involve his knowing a great deal more than the technical aspects of his craft. He must know how to get and how to use money for building and profitable assembly of land. Whether he actually does it himself, or whether somebody else does it, he must be practical and knowledgeable about it. He has to know a great deal about building industry economics, financing, taxation and all its weird ramifications of accelerated depreciation allowances—our whole tax system, property, income, and other taxes is harnessed so backwards that it is in most urgent need of overhaul. In the meantime, it's the tail wagging the dog and we have to live with it. As a friend of mine, who mixes metaphors, recently said: "We've got a bull by the tail; let's face it squarely."

May I make another digression on the subject of property taxation with which I have been concerned for some time while wearing all three hats. I think it is a good illustration of the kind of thing the architect should be familiar with because of its implications for public policy generally and specifically for the way it affects the opportunities for his work.

Most of us are aware of the unfair division of the tax dollar between the three levels of government, Federal, state, and local. The impact can be seen most directly at the local level where the cost of land is frequently the determining factor in a city's growth. One way of attaining better land uses with respect to blighted areas as well as urban sprawl would be through using taxation more effectively as a tool.

Specifically speaking, as an economist and public official interested in better housing and better

cities, I think we should overhaul our tax policies in relation to land and improvements. As it is now, cities subsidize slums by undertaxation and penalize improvements by overtaxation.

Local governments subsidize land speculation by under-assessing and under-taxing under-used land while the Federal government benefits speculators and slum landlords by giving them income tax breaks.

In my own state of California, an Assembly Constitutional Amendment has been introduced, which if passed by referendum, would allow local option on differential taxing of land and improvements. This would be one way of penalizing slum ownership and rewarding home improvement without the use of extensive Federal government subsidies and programs, which are still only a drop in the bucket in meeting problems of slum clearance and urban renewal. Estimates of the cost of doing the job by subsidy alone are so astronomically high as to be impossible.

Code enforcement is another step but will never be effective until the profit is taken out of slums by taxation. Fairer local tax policies, still yielding the same total revenues, would be one tool.

By fairer tax policies I also mean that we will have to watch out as architects and as citizens that the tax base does not become eroded by allowing the voters, as in my state, to fall for such things as golf course tax exemptions, actually a land speculator's measure, or by giving agricultural land special tax breaks (another land speculator's bill—this time the farmer as a land-speculator) proposed to the voters as ACA 4 this June. The voters think they were kind to golfers in the last election and will be kind to farmers in the next. Actually the voters are being kind to land speculators who walk off with the profits, and the rest of us will pay the bill for urban sprawl and improper land-use.

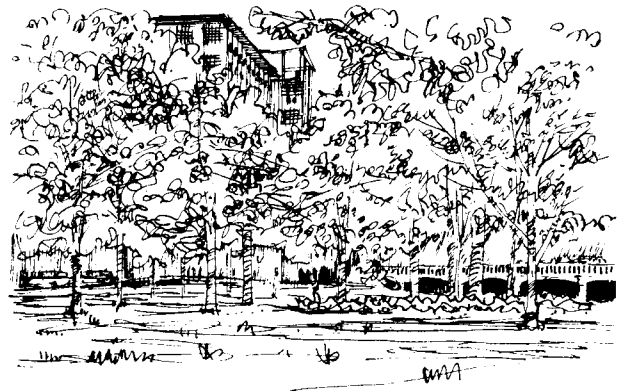
As we are painfully aware, high land costs, which are the biggest bottleneck to low- and middle-income housing, could be brought down and a considerable part, if not all, of the slums could be eliminated by more courageous use of tax policy at the local level, thereby cutting down on the need for Federal subsidy. I have gone into this problem which is of great concern to members of the National Association of Housing and Re-development Officials, because I think you as architects and as citizens have reason to be equally interested in it.

Your chairman has given me too ambitious an assignment in asking me to discuss economic opportunities for architects through offering expanded services. It is a complicated subject and not entirely appropriate for me to handle before this group.

It is for you to decide to what extent the architect should be an entrepreneur as well as a designer of buildings and cities. By training he is well-fitted to be more creative than the promoter, developer, financier, or government official. He has demonstrated that he has a social conscience. But he could also get chopped up in the meat-grinder while trying to expand his services unless he is aware of all the pitfalls of the market place, public and private.

Expanded services mean expanded risks. It is a happy combination when an architect is as good a businessman as he is an architect. Nor does he have to lose his integrity to be a good entrepreneur. The classical economists' fountainhead of knowledge, Adam Smith, contended, perhaps too simply, that public interest and private interest could coincide very easily.

However, the same Adam Smith also said something about specialization being advantageous. "You do what you can do best, and I'll do what I can do best, and we'll both be better off." I see risks as well as advantages to the trend to-



ward generalizing rather than specializing as it is being proposed here. There are many successful examples of corporations practicing what the economists call both vertical and horizontal integration, translated into your immediate problem, putting together a "packaged deal." But I have also seen successful corporations back away from such expansion after getting burned.

I, too, decry the fact that too much unimaginative building in the post-war period has fallen into the hands of promoters who know their way around the FHA and financial jungle and manage to "cash out" with a 100 or 110 per cent loan, in other words, they have made a handsome profit with somebody else's money and at somebody else's risk. I don't know whether the architect might lose his shirt if he gets too far into the market place. The advantage to the public in his doing so would certainly be better design. The advantage to the architect could be better financial return.

The day of the architect waiting for the “patron” to come along with a commission for him to execute may be over. The architect may have to go out and hustle some of the business for himself. Whether he remains a designer or whether he becomes part of a syndicate or team where he is part-architect, part-investor, or part-entrepreneur will certainly vary from situation to situation. In any case, however, he has to know his way around in the field of money, he has to know more about the other fields regardless of whether he decides to practice actively in them or not. My note of caution is only that he be sure of what he is getting into.

To the extent that the architect has the knowledge of public policy and related economic, social, and financial problems and knows the other “conjunctions” he has a chance to put through some of his esthetic and other fine ideas on design. If he doesn’t, he never gets the chance to anyway because the client thinks he’s a dreamer and doesn’t trust him or hire him in the first place. First the architect has to educate himself about these things and then the public and his clients.

The kind of knowledgeable architect I have been talking about could offer expanded services and hence enjoy greater respect and greater income. It is presumptuous for me as an outsider to be talking to you this way. But in my work as a savings and loan manager, with what I hope is a sense of social responsibility, and as immediate past president of the National Association of Housing and Redevelopment Officials—and here I wish more of you would make yourselves and your know-how available as non-paid citizen commissioners of housing authorities and development agencies; architects have so far not penetrated very far in the fields of large-scale housing and urban renewal—and as an academician here and abroad, I have gained great respect for your problems and aspirations and would like to see you entrusted with greater responsibilities by the public and private sectors of the economy.

Of all the groups I have come in contact with, yours is the one most suited—possibly because you have less of an axe to grind—to take the leadership in building more beautiful homes in more cities in the America of the future. ◀

## IV

### Paul Opperman, AIP

Planner

Design Opportunities in Urban Planning

► Everyone knows that the architect does not in fact today shape the urban environment. Neither, I am more than willing to admit, does the planner—even the most effective among us. Most of us, most of our adult life, have been keenly and often painfully aware that the way our cities were being built gave us no real gifts of delight!

Do we know who shapes the environment? Any answer is surely compound, never truly simple. Some would say science or technology or the machine determine how our cities are built and what kinds of cities they are. Partly true. Others would need only a single pregnant word to supply their answer: This word would be “money.” Then there are the most general of the general thinkers who may be expected to say that it is society or the community or government that is the builder of cities—its “architect” in fact. As a *general thinker* myself, I would have to say

cities are the product and the reflection of the general culture of a people—and run the risk of receiving a blank stare from most questioners.

Meanwhile, as we wait for better answers, in each of these current years, something more than a million dwellings are erected, perhaps fifty billion dollars worth of industrial construction is built, and many billions out of another fifty billion for national defense are also spent for construction. This is only a substantial part of the enormous volume of environment-shaping building that goes on in the cities and urban regions of the country. Regardless of how we judge it on design criteria, and irrespective of whether the architect is having as great a hand in the total effort as his protagonists might wish, the American environment is being shaped—and how!

An important amount of this tremendous volume of the nation’s building is residential in

character. Here the homebuilders take over. Architects are not asked for much help, as yet, and in this area there should be a greater contribution by them.

“Architecture hath firmness, commodity and delight.” As to firmness and commodity—or, if you will, structure and utility for the purposes of the client, public or private—in these aspects, the building product of today doubtless provides a vastly better answer to the building problems and needs of our society than the building product of the country did a generation ago. Indeed, it may be a vastly better product of its kind than ever before in history.

One thing is certain, however, and that is that the better-built houses, the better-built factories, office buildings, hospitals, and schools, do not together constitute well-designed, well-built, firm, useful, and attractive communities.

Meanwhile, there is a whole literature of more and more critical analysis and commentary on what the American people have done and are doing to their environment, urban and non-urban. An obvious question to be directed to such a panel as ours is not only how under the sun did we get into the pickle we are in affecting design, but how in the world can we get on a more defensible and agreeable course?

I believe I have made my point that without the architect—and without the architect not simply as an ordinary producer of firm and useful buildings which many others can plan as well or better than he, but as a creator, in a planned context, of firm, useful, and delightful, yes, beautiful, buildings—we can expect to *have* no urban design.

It seems all too clear that a scattered few well-designed buildings will not leaven the whole urban lump. It may only result, as much of the townscape appears to testify, in making the urban lumps conspicuously lumpier by the contrast it affords.

The conditions for building have been changing fast and the prospects for further change are clearly present. Among important challenges to those concerned with design in an urban planning framework are some established but still fairly recent examples.

Present and tangible opportunities for “new dimensions” in architectural scope and practice offered in any proper list surely would include the following:

- The redesign, both functionally and esthetically of the central business district.
- Design of the integrated shopping center of regional, district or neighborhood character; integrated recreation complexes of hotels, motels, marinas, private and governmental, on new patterns.

- Factories in-the-field and offices in the countryside.

- College and university campus redesign, and entirely new campuses on new land-sites and the whole wide range of educational facilities.

- Research and administrative centers of the defense establishment and for private industry.

- Redevelopment of economically depressed communities and regions.

- New towns on new sites or planned and balanced expansion of existing towns within a new towns program concept.

- Urban renewal across the nation slowly beginning to move ahead.

- Conservation and rehabilitation—a different but major concern. All of these are of the largest consequence both to planners and to the architectural profession, requiring “new dimensions” in planning as well as architectural practice. They raise pertinent questions relating to the AIA-proposed “expanded services” concept. This is a matter which must be resolved, of course, in appropriate ways which are consonant with the profession’s traditions, its ethics, its present and future areas of competence.

The guiding physical frameworks, the comprehensive plans, based on research and analysis—demographic, economic, and fiscal, functional, spatial, social and cultural, have utmost relevance to design. Architects and planners must work together in all jurisdictions today—and the design aspect of these environmental opportunities depends on an effective relationship of the two professions.

These large-scale developments are complicated and expensive. They require large amounts of teamwork and the assembly and coordinated management of varied and various skills and competence, from mature and senior professionals to workaday technicians, secretaries, and clerks.

How can we get on a more sensible and agreeable course? How might the architects take the initiative in restoring to the profession a strategic role in urban design? A few suggestions:

- Recognize the planning profession.
  - Not only “support” planning, but insist on it.
  - Insist also on referring all architectural projects to the plan. When there is no plan, insist on knowing why there isn’t and *when there will be*.
- Procedures with promise that directly relate to the design opportunity in urban planning might include examples like those which follow:

A very large office-building complex, which was recently proposed for several contiguous central city sites, made its first public appearance recently with dramatic effect. Its impact, however, was rather promptly diminished because the separate site schemes, not having been given the benefit of design coordination, were vigorously and effectively subjected to public criticism.

The plan commission of the community proposed a coordinated scheme of identical scope, providing a superb opportunity for design integration of the several related but separate proposals.

In another city, the city plan has provided excellent "project area" frameworks within the master plan for a number of urban renewal projects. The redevelopment agency and the planners together and in unity have stressed excellence in architectural effectuation of all urban renewal.

With the assistance of the local chapter of The American Institute of Architects, the city has carried through with evident conviction, utilizing specific procedures and requirements affecting design. These include the continuing use of architectural review and administrative controls to achieve coordination of site arrangements with structures, of structures with each other (both public and private), and of site plans with the city's master plan.

In his book, "The Image of the City," Kevin Lynch suggests "a method whereby we might begin to deal with visual form at the urban scale," and offers some first principles of city design.

Philip Lewis, now with the Wisconsin Department of Conservation and Resources Development, has applied a similar method to the regional land-

scape—that is to say, at the scale of the metropolitan area, or even larger.

Another highly promising procedure is the interdisciplinary approach to city and regional research proceeding in an increasing number of universities, through urban institutes and study programs, aided by foundation grants.

In conclusion, let me point quickly to two planning developments which architects concerned with urban design should give special heed to. One is the new Federal urban posture represented by the proposal for a Department of Urban Affairs, through new and vigorous administrative processes supporting coordination of local planning and development at the metropolitan level, and through efforts to close the gap between Federal, state, and local relationships, effecting the planning of urban growth and development.

Another planning development to watch is my own preoccupation, metropolitan planning. Of 225 census-designated areas, about one-third have established metropolitan planning commissions.

These agencies are developing broad, guiding planning frameworks for central cities, suburbs, and their fringes, based on research and multiple purpose planning for land use, transportation, flood control, open space and other functional requirements of metropolitan areas.

Within these great frameworks there are—or will be—design opportunities of every kind, ranging from central city redevelopment, to regional, shopping centers, industrial and residential parks, and wholly new educational, recreational and health facilities.

There is no doubt about the challenge. There should be none about the response! ◀

## V Summary by Chairman Haskell

► I would like to make a few remarks in summary, because it seems to me that one thing which came out of this discussion was that no architect could hope to know all of these ramifying different disciplines better than all those engaged in them. Nevertheless, I like very much the approach that Mr Pereira took in his use of the word "entrepreneur."

He was talking, it seemed to me, about an attitude of the architect in which the other entrepreneur, the promoter, was one of the facts of life, one of the "materials" that the architect was going to have to deal with. The architect was

going to have to learn the kind of approaches to make to this man in order to get what he wanted, instead of taking approaches of praise or condemnation.

I speak of this because twice this last winter in New York I witnessed approaches that were not favorable—in one case a heavy discussion among the architects of the city conducted at the Museum of Modern Art, in which the pitch was that we wished this man was different, or that he wasn't there. Only, the last speech, Peter Blake came back to real objectivity in a constructive manner.

Now, there are two ways of going about it. In the immediate picture, the entrepreneur is there and money is there, and both of them are part of the materials of architecture, and it is in this sense that he is approached and that the problems of money are approached, and not with the idea that all at once architects are going to get richer or that there is going to be some grand revolution. The trick is to find fulcrum points, financing fulcrum points, fulcrum points of advantage to the owner or entrepreneur where leverage can be applied for the sake of architecture.

I would venture to say that probably there has not been an important building reported in any one of our architectural magazines which did not represent in some degree or other added knowledge, expanded knowledge, or service, applied at a fulcrum point which gave leverage to better architecture, and I notice that very wisely our program will lead to two further sessions during which we will have case studies indicating some of the many ways in which this activity can actually be conducted.

Now, these either/or people who always want a pat answer of what to do, put in simple terms, are doomed, I think, to perpetual disappointment. It seems to me that the new dimensions of knowledge can be put to use in many, many different ways.

The first and perhaps the best way to start it is simply by finding out how these added dimensions of knowledge can help us to proceed better with work that we are already doing.

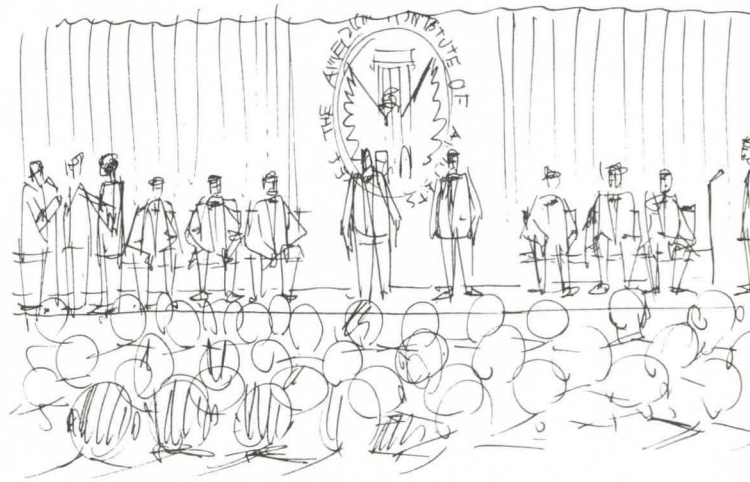
The next step is to see the degree to which it is *necessary* to expand the service of architecture, knowing that there are limits, but seeking the expanded service as a *fortification* of good architecture.

In that conjunction, let me give you some figures which you can correct to your own circumstances.

Supposing that in 1900, on a great many jobs, the cost of the structural shell of a building was perhaps eighty per cent of the cost of the construction, and the construction was eighty per cent of the cost of the *entire* venture. And it was from that shell and its handsome treatment that the architect made his living; it was fees based upon the development of that element that was the source of his livelihood.

Now, supposing you come into a typical modern situation in which the cost of that shell is perhaps thirty or forty per cent of the construction cost of the building, and—you will laugh at me but it is true—the construction cost is thirty or forty per cent of the cost of the project. By the time you count in the cost of these Federal write-downs, and the flubdubbery that is done with

urban renewal in cities, you will find more than once that these elements which surround planning and design so exceed the cost of that base on which the architect traditionally based his services, that you are indeed in an entirely new and different situation.



This I say in emphasizing the necessity for seeing and working on the project in the round, seeing what the whole thing is, and doing your work and getting your income on this broader basis. I have worked for Chuck Colbert, and I have a class of students at Columbia, who study the subject of "design and the entrepreneur." And we get some of these fancy promoters to come in. They put setups on the board, and we began to learn, to try to analyze them. And I had to mention to these students that the object in their learning all this was not that they were going to get rich as architects, and certainly not that they were going to take over the work of these high-binders—you know Zeckendorf is one of the greatest architects in *his* field; he has pyramided credit higher than some of us ever got the Empire State Building—an extremely skillful fellow. I. M. Pei, who does a lot of fine architecture for Zeckendorf, told the students he couldn't manage to learn all the things that Zeckendorf does. But the architect should know, and Pei does know beautifully, what kind of an *appeal* he can make that will get Zeckendorf's attention, and that Zeckendorf will have to go along with.

So, in that kind of a midwife way, the architect has to coax, cajole and work with sometimes unlikely characters as his new architectural "material." You may not love the entrepreneur, but then you don't decide whether you really love concrete as a material or not, before you *decide* to build with it. You just build with it because you have it, and I don't know of anybody who has a great love affair with cinderblock. ◀



PENNSYLVANIA

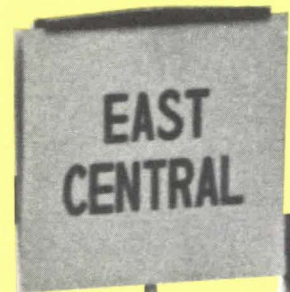
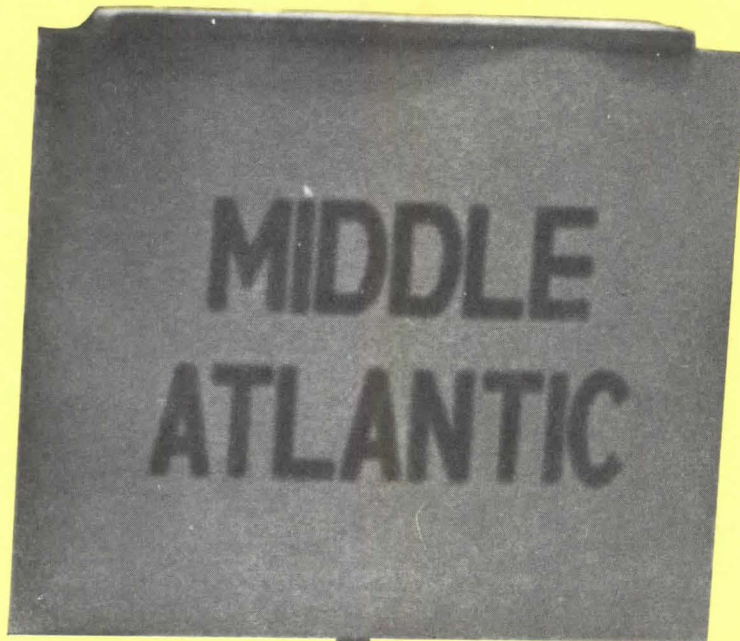
WESTERN MOUNTAIN STATES GULF STATES





# The Democratic Process at Work

► For the first business session Wednesday morning, the theater resembled the site of a national political convention. In part this was due to the standards which rose above each region's delegation, but it also reflected the intense feeling which surrounded the proposed bylaws change to permit formation of affiliated organizations. The final vote was 475 to 464 to table. Commented F. W. Dodge *Construction News* after the session, "The democratic process operated in true form on the convention floor of The American Institute of Architects here." Approved unanimously was another bylaw change to make succession of the first vice president to the presidency automatic. it will take effect next year. ◀



# Case Histories of Community Service

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## I Emerson Goble, AIA

Editor, Architectural Record

Panel Chairman

► Our session this morning deals in a positive way with one of the new dimensions of architectural practice, a new dimension which is as old as the hills beside which our cities are built. This new dimension is of course the improvement or renewal of cities, and I guess this process has been going on ever since men began to live together in communities. Improving our cities, especially the environmental aspects of them, has been a responsibility of architects since there were any architects.

But there is a newness about it today. What is new is the urgency with which this problem of urban renewal confronts us. Your city and mine and everybody's city has problems equally pressing as those of the three cities we shall hear about today. Possibly at no time in history has the need been so apparent, or the opportunity so great. Never before certainly has so much money been available. Never before has the climate been so favorable, the citizens so ready and the government so willing.

Speaking of government, you realize of course that government has not yet given up all its prerogatives. It still insists that every package that comes to its attention must be bound up in red tape. Governmental people are experts with red tape. You may not realize it, but workers in government are really experts at *cutting red tape*. The only trouble is that they always cut it lengthwise.

If there is anything new about the architect's responsibility it is merely his new acknowledgment of his involvement, and his determination to act. In the preliminary outline for this conven-

tion session it was more grandly phrased, as "the architect's professional responsibility to create a new environment for society." Perhaps if you say it that way it has a newer sound. But the fact is that in all of the talk we have heard at this convention about the new dimensions of architectural practice, we have not moved very far from age-old responsibilities of the man who would call himself an architect. In modern times "the architect"—the continual use of the singular is really misleading—too many architects have let some of their ancient and honorable obligations get away from them. The city has gotten away from them.

Of course if the city has gotten away from the architect it has gotten away from everybody else. What the architect needs to do—what our four speakers this morning have done—is to fill a void in leadership.

Incidentally, all four of these men have asked me to introduce them as participants in a group effort—the effort of the whole chapter at home—not as individual creative geniuses. So I shall: You are hereby put on notice that these are four speaking representatives of their chapters. But it is inevitable that you will be thinking of them as people, and you will be thinking of them as people meeting certain obligations and realizing certain opportunities inherent in their operations. So I should like to ask of them that they stand before you as speaking representatives of the whole architectural profession as it might be engaged in improving our cities. You have been thinking this week of the architect's role—his new role, if

you like—and wondering what manner of man we are talking about. It has occurred to you to wonder if architects would be entirely comfortable in the mantle laid out for them. I think you will find this morning that at least four architects wear the clothing quite comfortably, thank you, and indeed with some enthusiasm.

I might add that all four of the speakers are architects, normal practicing architects in small cities. One of them, a partner in an aggressive firm which definitely undertakes planning assignments, is naturally well at home in the techniques and practice of planning. The others merely found themselves involved in certain necessities of their chapter programs, and operated as might any other architect interested in rejuvenation of his city.

One motivation common to all three of these programs is the desire of the local chapter to establish some identity with civic improvement. In one instance the chapter actually looked around for some project which, while it would be constructive for the town, would also have constructive aspects for the chapter. They wanted to demonstrate both what could be done and what architects could do.

It is important to realize that such civic work does have strong public relations overtones. It makes civic leaders, politicians, citizens and investors aware that there is an active group of architects and that they can accomplish some minor wonders if given a chance.

More important still, there are commissions to be had. And none of the chapter members here involved were forgetting that the new look downtown means new building projects, remodeling,

and so on. Each of the speakers has been asked to comment on this little detail of his program, so you may get a glimpse of how creative work of this nature can often be a help in building business.

If you are thinking as the morning progresses about what relationships existed between architects working together you will probably spot certain risks. It is not my impression that every activity of the three chapters was carried out in complete harmony. Indeed I might give you an observation out of many years of working with architects, that no two of them ever agreed on anything in the area of design. I think however that the important thing to remember in a program of this kind is that cooperative work by professionals who are really competitors is perhaps the best possible assurance of good relationships in the chapter.

But I must get on with it. We are going to hear about three relatively small cities and their improvement programs—one a quite small but significant effort—the Market Square Mall in Knoxville, Tennessee. We shall hear also of the development of a civic center in Eugene and Springfield, Oregon, two small towns that worked together on a planning project. Largest of the three is Little Rock, Arkansas, where a really ambitious program was undertaken to rebuild the center of downtown.

We shall be as brief as possible. We do not recognize any obligation to fill all the time given us, rather to tell you about this particular new dimension of architectural practice in as few words and as many slides as possible. ◀

## II Market Square Mall, Knoxville

**Benjamin McMurry, Jr, AIA**

*East Tennessee Chapter*

► On the headwaters of the Tennessee River, in the heart of the broad valley that lies between the Great Smoky Mountains and the Cumberlands, is the city of Knoxville.

From its origin, in Revolutionary times, Knoxville has been the queen city of this East Tennessee valley. Because of its commanding location, at the meeting of highways and waterways, in the middle of a natural geographic region, it has always been a trading center.

Though the area now enjoys a diversified economy, for many earlier years it was primarily





agricultural. The fertile land permits a variety of crops: tobacco, beef and dairying, grains, fruits and vegetables.

Among men of the soil in the South, there is a fine distinction between being a farmer, a grower or a planter. In East Tennessee we have farmers. Instead of white linen suits and broad-brimmed hats, they wear bib-overalls, and have red necks. They are independent and conservative. They farm on a small scale, and they are natural-born traders.

As the trading center of such a region, Knoxville has always provided a public market place, where any farmer could sell his produce in the city.

One of the first official actions of the first Board of Aldermen, after the city was incorporated in 1815, was to provide for the construction of a market house.



In 1853, William Swan and Joseph Mabry offered to give the city a site for a new market house. The offer was accepted, and a building forty by one hundred feet was constructed, in the location which has since come to be known as Market Square.

Although it is now in the heart of downtown Knoxville, the site was then a cow pasture, and was criticized by some because it was "not centrally located." The principal duty of the first market master, Marshall Stacks, was to keep the livestock which roamed in the field, from roaming into the building.



After the War between the States, the building was enlarged and altered from time to time, until it was replaced by a new building in 1897. This was the final phase of construction. The upper stories contained offices, meeting rooms, and other public facilities not related to the market. The city government was housed there until about 1920.



The building was a full block in length, 420 feet, by forty feet wide. The use of the streets on each side of the building by "huckster wagons" seems to date back to the beginning. This was an extension of the function of the market house itself, except that the farmers were permitted to sell on the sidewalks, from their wagons and trucks, as well as in the building.

As long ago as 1921, the *Knoxville Sentinel* published an editorial which said: "It is universally agreed that the unsightly vehicles of every kind, banked up around the sidewalks on Market

Square, are little more than a disgrace to that important civic center.”

It also became a farce, in later years, when commercial operators partly supplanted the farmers, buying from wholesale sources and selling out of immovable trucks, without wheels or motors. Similarly, the building came to house commercial shops and eating places, in addition to farmers.

All of this was very colorful. But it was in the wrong place. It was a back-of-town sort of thing, in the heart of the central business district. As the city had grown, it had surrounded this symbol of its rural heritage with urban development, and the two were incompatible. So long as Market Square remained as it was, its condition could only worsen, and further development around it would be stifled.



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It made its neighborhood sick. Property values decreased. Buildings were not maintained. Vacancies increased. It was an acute case of the kind of disease which ails many cities these days.

In its place, Knoxville now has Market Square Mall.

Before hearing the story of the Mall, it is necessary to know that it is one of several evidences of a new attitude toward Knoxville by many of her people. In place of the disinterested, self-centered, “who-needs-it” attitude that long prevailed, there is a widespread new spirit of confidence, action, and civic pride.

The Chamber of Commerce has aggressive young leadership, and fresh support. The Metropolitan Planning Commission has an outstanding staff, backed up by devoted and respected members. Early in 1958, the Downtown Knoxville Association was organized, consisting of people interested in downtown improvement, and including some of the community’s most prominent and successful citizens. The force of these agencies, and others, is now being concentrated on the reality that the city serves one-and-a-half million people as the metropolitan center of a hundred-mile radius, reaching into parts of Tennessee, Kentucky, Virginia, and North Carolina, and that the focus of it all is the one-half square-mile central business district of Knoxville.



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While it has been active on many fronts, the Downtown Knoxville Association made its first major accomplishment in 1960 with its now famous Gay Street Promenade. Behind twelve Gay Street stores, a half-block of old warehouses were replaced with a 200-car parking lot. The motley backsides of the store buildings were covered with an aluminum screen, and a twenty-five-foot wide balcony was added at the main floor eleva-

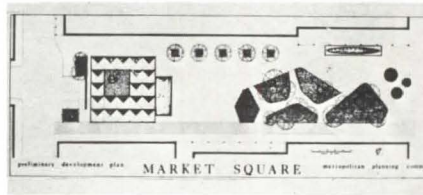




tion above the alley, and connected to the parking level by ramps, stairs, and a moving sidewalk.

The remarkable thing about this project was that it required, and got, unanimous support from the 130 property owners and merchants involved including payment of almost \$600 per front foot.

There are a few key illustrations of the context out of which came the Market Square Mall. One other illustration less architectural but no less significant, is the fact that one year ago last week, the voters of Knoxville finally rid their town of its dubious distinction as the largest city in America which had never repealed prohibition.



The suggestion to replace the old market house with a shopper's mall came from a Downtown Knoxville Association committee meeting in the spring of 1958. The planning commission staff developed the idea, and prepared the first designs. In August, the Downtown Association Board of Directors endorsed it and agreed to support it. The project was then turned over to a special Mayor's committee for implementation.



During the following year, Association leaders met privately with about a hundred key people, two or three at a time, to pre-sell the Mall idea. The success of this effort was such that when City Council was petitioned to demolish the market house and build in its place a pedestrian mall, the resolution was passed with only one dissenting vote.

In spite of the one-sided vote, there was opposition. Sentimentalists, antique lovers, and status-quo preservers wanted the old building kept and refurbished. Others stood to lose business or political holdings if the nature of the area were changed. A "Save the Market House" committee was organized and represented by a prominent attorney.

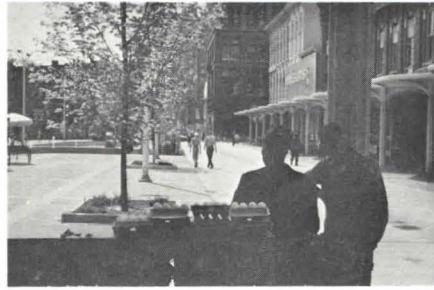


Then, twelve days after the City Council action, the argument was neatly resolved by a fire which gutted the building, damaging it beyond repair. The role of Mrs O'Leary's cow was played by the teenage son of a market house florist, who sneaked into a paper-filled storage room for a forbidden cigarette.

The East Tennessee Chapter of The American Institute of Architects had been seeking, for some time, an opportunity to give to the community some kind of useful public service. When it became apparent that the Mall project would go ahead, it was realized that here was a perfect opportunity: to work as a group, for the city, on a public project, definitely limited in scope, and virtually assured of execution.

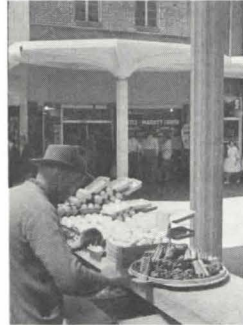
At their first meeting following these events, the Knoxville members of the Chapter decided to offer to assist the city in planning and building the Mall, and a four-man committee was appointed to explore the matter. The offer was promptly accepted.

At that time, there were twenty-six corporate and twenty-two associate members in Knoxville, representing nine private offices and the Tennessee Valley Authority. It was decided that each interested firm would appoint one representative to a design team.



The seven who were named met with city planners, and a committee of merchants and property owners, to develop a program of specific requirements. Each designer then presented his thoughts for comment by his team-mates. A single design was gradually evolved.

The only real subject for debate was the market structure: Some felt there should be no building on the Mall, others thought there should be an open pavilion, some preferred an enclosed structure. Then a legal complication took the matter out of the architects' hands.



When the original market house site was given to the city, a hundred years ago, the deed provided that it had to be occupied by a market house, and that the land and its improvements would revert to the donors if that use were ever abandoned.

All work ceased for a time. The city decided to determine the extent of these reversionary rights in court, and work was resumed on the basis that a Mall would be designed with provision for the future construction of a building, if required, and as defined by the court. The entire project was in danger of collapse.



The court declined to describe an acceptable building, agreeing only to judge the design submitted. After working drawings for the Mall were well along, the Mayor decided the building should be built initially, regardless of the court action. So the plans were revised and the pavilion added. The legal action regarding the reversionary rights of the Swan-Mabry heirs is still in court and remains, at the present time, unresolved.

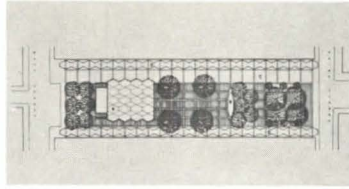


A contract was awarded for construction of the Mall in mid-October, 1960, for \$86,000. A later contract was let for the pavilion, to another contractor, for \$47,000. Sidewalk canopies had always been a part of the plan, but they were not included by the Chapter because they were not considered part of the public domain. One hundred and twenty-nine property owners unanimously agreed to pay \$80 per front foot for the





canopies, and one of the participating firms was employed to design them as a private commission. A separate contract was made with the pavilion contractor to install them for \$55,000.



The Chapter rendered complete architectural service to the city. For the sake of efficiency, working drawings and specifications for the Mall were produced in one office; for the market pavilion in another; and supervision of construction was done primarily by a third. Those involved who were principals in firms donated their time. The total cost to the Chapter, largely the time of employees, was about \$1,500. This amount was pro-rated among the Knoxville members, and promptly collected.



In addition to money spent by the city and the property owners, the Knoxville Utilities Board willingly invested some \$125,000 to alter existing utilities in the block, and to install new lighting. Their work required close coordination with the architectural design. Their cooperation was outstanding. All overhead electric service was put underground, and combined with new water, gas, and sewer lines in a 10'-wide utilities-strip on each side of the Mall.

The entire area of the Mall is divided into a grid by 18"-wide bands of concrete. The panels thus formed are filled with pebble-finish concrete next to the stores, and brick or planting in the center. The entire surface is flush; there are no curbs or slopes except as required for drainage.



The "fire lane," next to the sidewalk on the west side, is the only unobstructed way for vehicles to cross the Mall. This was provided for emergency and service access to the block, and is normally closed to traffic. It was paved with float finish concrete, and scored into small panels, to permit easy access to the utilities strip beneath.

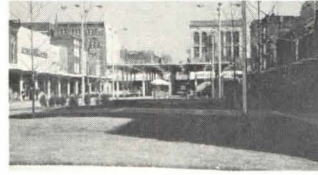
The Pavilion is formed by twenty-five elongated octagons of precast concrete, joined together at a height of 16'. Each is supported by a single steel pipe column clad in a matching concrete jacket. The diamond-shaped spaces between the roof units are closed with translucent plastic. At the north end is a low wall, of the same brick as the pavement, which encloses public toilets and a storage space. Four-fifths of the Pavilion is unenclosed, occupied only by tiered concrete tables for the display of wares. The area under roof is 60' x 110'.

The sidewalk canopies are made of similar units at a lower height, averaging about 12'. All precast concrete is an off-white color, with aggregate exposed by a light sand-blast finish. It was manufactured by a local firm, and is work of very high quality.





One of the things which makes Market Square Mall important in the city is its size. When the areas formerly occupied by the old building and its two flanking streets were thrown together, a new space 130 feet wide by 440 feet long was formed. This is at least twice as wide as the space that would be provided by converting a typical downtown street into a pedestrian mall. While it may be considered excessive from the standpoint of good planning for shopping centers, this width gives the Mall much of the character of a public square, a truly civic space which Knoxville has long needed, and now seems to enjoy having.



On a cold, windy afternoon last October, one year after the first contract was signed, Market Square Mall was dedicated and formally opened. Local dignitaries and architects shivered together as each contributor was duly recognized. During the winter, the place was bleak and empty, except during Christmas when it was enlivened by the display and sale of Christmas greenery, an old Market Square tradition.



But with the arrival of spring, the Mall has come to life. Its plantings have burst into leaf and bloom. Vendors, now restricted to the sale of home-grown flowers and produce, are thriving. Uniform carts have been provided, to supplement the Pavilion, and to permit selling anywhere on the Mall.



A number of stores have been enlarged or remodeled, but there has not yet been time for any major construction attributable directly to the Mall.

Although it is too new to have set any statistical patterns, the association into which the merchants have banded has just announced that for the first quarter of this year, their sales were 24% greater than for the same period of 1960. The vacancy rate has dropped from 24%, at the beginning of 1960, to 5%, and negotiators say they expect to fill that by the end of summer.



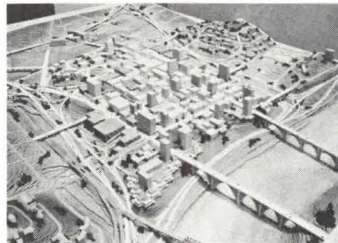
The project prompted the Downtown Knoxville Association to spend several thousand dollars to have a nationally prominent firm of real estate consultants make a feasibility study of the development potential of the Market Square area. The study was encouraging, and it should be a guide to some major new investments in Knoxville. Incidentally, it also underscored the wisdom of the decision to get rid of the old market house, with its rural character, and to alter the area so it could be absorbed gradually into the general pattern of downtown retailing.

One specific result of the Mall that is noteworthy is the Downtown Association's third major



project, Gay/Way '62. Knoxville is still a small enough town to have one principal street: Gay Street. The Promenade is half a block to the east of it; the Mall a block to the west. Architects are at work now on the two-block length of Gay Street between them, developing plans for roofing over and repaving the sidewalks, new systems of exterior lighting, a coordinated sign program, face-lifting of certain buildings, and other things intended to up-grade the street visually.

If I may presume to speak for the East Tennessee Chapter, which, of course, I have been doing since I began, I would say that we emerged from the Market Square Mall experience with many gains and few losses.



Our public relations position is much improved. We have shown the business and political leaders of our town that architects can do work that succeeds, and is well received by the community, without costing a fortune. In fact, one of the real benefits was in getting better acquainted with these people, who before had been little more than names in the paper to many of us. And we have got to know ourselves better, finding that those who are usually in competition can work together smoothly and productively.



Some members have already received small commissions traceable to the Mall. But the really significant benefit is that Market Square Mall is another living proof of the new vitality that breathes in our city. It will be a stimulus to new growth and development. It has already been made a key element in the Planning Commission's new model for future Knoxville—a plan which, for the first time, sets a real pattern of design for the central business district.

All of this means more building to come. Building is our business. We helped bring it about, and we will benefit from it. I think that's a pretty good buy for my pro-rata share of \$5.54. ◀

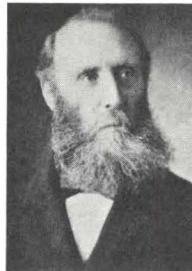
# III Civic Center, Eugene

Donald H. Lutes, AIA, *Southwest Oregon Chapter*

► This presentation, encompassing a time period of almost eight years, will explore the results of an idea—an idea that was developed through the voluntary effort of the architects of the Southwest Oregon Chapter, AIA, and has resulted in startling physical changes in one part of the community, and has affected the entire metropolitan region.

The successful development of this idea by public and private groups, illustrates the competence of the architect to undertake large-scale plans and demonstrates his unique capabilities in the projection of ideas involving our cities.

To understand the implications of the idea, we have to understand something of Oregon, a country of tremendous scale, of nature in abundance, of great natural timber and water resources. Oregon, a land where people came to discover and utilize these resources, developing into sturdy, determined, conservative individuals.



Where these people gathered, at the confluence of the rivers and at the base of the mountains, cities grew, cities based on both utilization and enjoyment of the wonders of the land.

Part of this fine land, the Eugene-Springfield Metropolitan Area of Western Oregon, has the characteristics of any urban center in America, and some of the same problems—growing population, the automobile with its congestion, confusion and parking problems, all in a changing city. This area also has some unique problems.



Anxiety to utilize natural resources has caused the beauty of many of them to be forgotten. River banks have become industrial slums and dumping grounds. In the development of a city bigger, the city beautiful is lost. The city needed a focal point of pride and activity, a civic open space.



In 1953, the architects of this area were challenged to attack some of these problems. The County Commissioners called upon them to study the needs of county government for the future—to establish direction for relocating or rebuilding county facilities. A skeletal plan for government building location existed, but had engendered little interest.

Existing public buildings, the courthouse, library and city hall, were outmoded and poorly related. Housing for state offices was scattered.

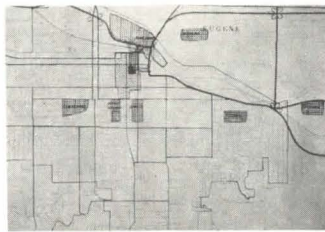




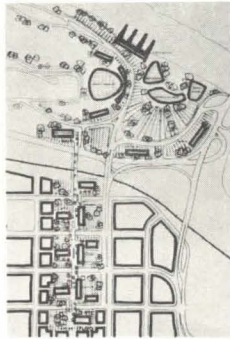
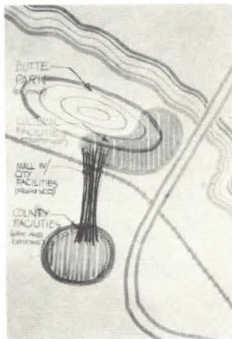
The old courthouse square was in a state of disrepair, flooded with autos and crowded with unused buildings. The county was divided both on needs and location of new facilities. There was no movement among various divisions of government for unifying their locations.



The Chapter formed a Local Affairs Committee to develop, as a public service, an analysis of the existing courthouse area, future needs and recommended sites for a county government center. This was an informal group of twenty people consisting of architects, landscape architects, and designers, calling themselves "Architects' Collaborative."



As the majority of county residents lived within a six-mile radius of the existing courthouse, seven sites were examined throughout the metropolitan area. The architects worked closely with the County Planning Director, who supplied population and traffic data, presenting this information graphically to the public. However, no one focused on any particular site until one member enlarged the scope of the problem and presented the Idea which was to weld the diverse thinking of the group.



This Idea consisted of linking the natural beauty of the river front and adjacent butte with the new city entrance through a park and cultural center. This, in turn, related to the small bit of remaining civic open space—the courthouse square, to provide the core of a civic center.

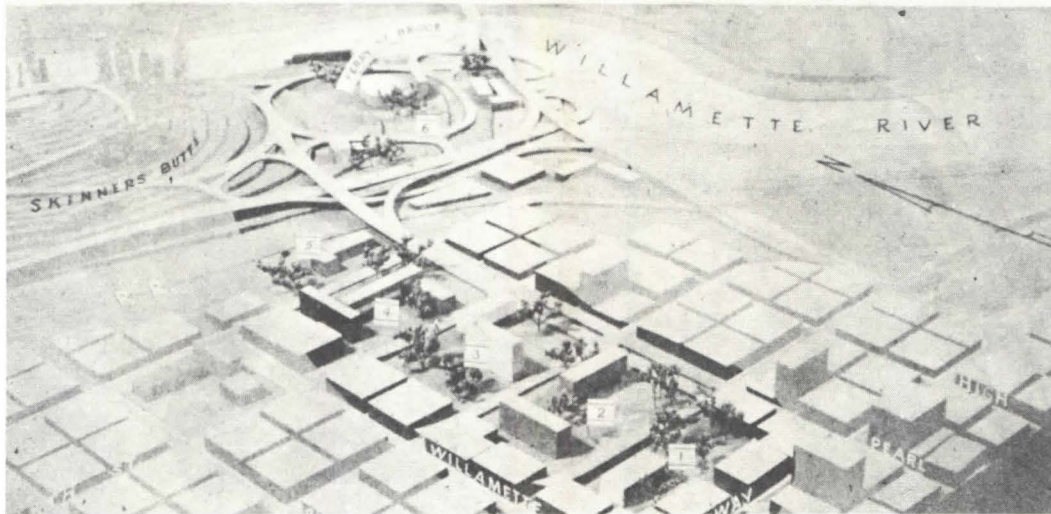
The Idea fired the enthusiasm of the Collaborative, forming the basis from which their future studies developed. More detailed plans were made of the linkage between the river and the square. Related civic uses such as the cultural center and river recreation facilities were analyzed and brought into the proposal. Traffic was studied and routed to the perimeter of the area. Land use was tabulated, ownership plotted, overpass circulation planned. Finally, a model was prepared for presentation of the Idea to the people.

Illustrating the Idea, the model was in schematic form only, but nevertheless managed to stimulate the imagination of the county and civic officials involved, and as is to be seen later, the voter himself.

The Collaborative formed speaking teams to present the Idea to the public. Service clubs and any other group that would listen were contacted. This resulted in a four-page supplement to the daily paper in which the diagrams and the model were shown. In six months, the county government had indicated acceptance of the general plan,



# Long Range Plan for a County Civic Center



and the city library board agreed to locate its new building in the civic group.

In 1955, the county proceeded with planning of a new courthouse, having tentatively engaged the Collaborative to prepare plans for the building. The county later retained a local firm as architects, starting a controversy which temporarily destroyed the Collaborative group.

The Idea, however, had been established.

The architects commissioned to carry through the building plans used the existing square as a base, designing an area which would provide adequate parking as well as future governmental expansion. This plan, however, was not without controversy. The recommendation to demolish the old courthouse to build the new, split opinion among the county commissioners, and the entire issue was placed on the ballot.

Here, the first real test of the Idea came before the voters. Though the Collaborative did not participate in the campaign, the vote carried two to one, and the redevelopment of the courthouse square and the first demonstration of the Idea was under way.

Construction began immediately on the courthouse, which was dedicated in 1959—an architectural and artistic achievement, and a significant beginning to the development of the Idea.



Simultaneously, the architects were commissioned to refurbish the square and incorporate parking in the area adjacent to the courthouse. The area was developed into large public open spaces, contrasting with small scale areas. Spaces for group activity as well as space for individual meditation were provided, utilizing native masonry materials and the existing trees. Water was brought into play, with its sounds and reflections; shelter constructed for passive activities. Public funds al-





located by the County provided for the execution of art and sculpture. The square became a display place for historic items, skillfully related to the total scheme. Night lighting created an entirely different quality of experience—exciting, urban and playful. A parking structure was carefully introduced, providing car storage screened from the other functions of the open space.



This development once again brought back intensive public use to the square. Parades, gatherings, clothesline art shows, and just plain fun were once again possible in the very heart of the business community. Here, the citizens were able to experience the Idea at work.

Using this new public open space as a base, private enterprise began to realize its economic, as well as the esthetic values. Starting in 1959 with the courthouse, square, and schools administration building, the surrounding area has virtually exploded with new and potential growth.



A dilapidated hardware store was converted to a first-class legal center. The core was removed from a former garage building, the building re-faced and redeveloped for professional offices. Small buildings around the perimeter of the park blocks are one-by-one being remodeled for professional or retail spaces (each being done, incidentally, by a different architect). A state-wide bank, instead of moving to an entirely new location, completely removed its old building and built anew, overlooking the square.

Three large buildings or parcels of land on the square perimeter have been purchased for redevelopment within the last year, totaling over a million dollars of expenditure for future buildings around the park blocks. Public building interest also has been caught by the spirit of the idea and is participating in the redevelopment effort. The school administration building has expanded once and purchased space for further growth.

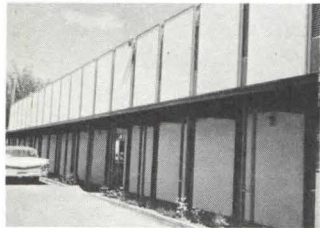
In 1960, the State of Oregon located its regional office in the area, thereby assuring the execution of that portion of the Idea concerned with grouping of public buildings. The City of Eugene, recognizing the need for a new City Hall, prepared plans for making its location a part of an urban renewal area, just east of the courthouse, but Federally assisted renewal was defeated by the electorate.

However, the Idea was still in the voters' minds. Last year approval was given for the purchase of the site which had been rejected under urban renewal, and later two million dollars voted for the construction of a City Hall, its architects

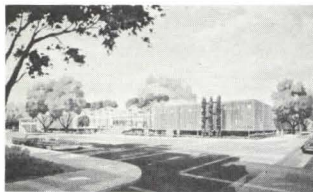


selected by competition. The Idea had gathered momentum!

Volunteer architect effort, also, was again in operation. Under merchant sponsorship, the alleys connecting the square to the central business core were redeveloped. First, one on a temporary basis with color, water and sculpture. Then another on a permanent basis with plant materials and resurfacing on a very limited budget. Private investment in the area just removed from the square was also stimulated, constructing a new labor temple, a small legal building, and a savings and loan building.



So, as a direct result of the Idea and its public acceptance, private enterprise utilizing eight different architects has invested over a million and a half dollars for a coordinated development, with anticipation of at least as much more in the next few years. Public expenditures have been allocated exceeding four million dollars, for efficient, related buildings. More important, the square has once again become meaningful, accelerating the revitalization of the downtown core.



This voluntary effort has not been without setbacks. The public, prior to the completion of the courthouse square, voted to locate their new library on the fringe of the business area, resulting in location of a handsome building in a sea of used cars. An effort to develop a combination viewpoint and symbol overlooking the city was quashed by too much publicity too soon.



The people of the metropolitan region have also been affected by the Idea in their acceptance of architects and large-scale architecture. Across the river in Springfield, volunteer effort by architects in 1957 resulted in the temporary conversion of Main Street to a shopping mall. This plan stirred action in cities throughout the country, resulting in experimental malls in sixteen cities and influencing permanent pedestrian-traffic separations in four other cities.



Architect leadership also resulted in urban renewal of a large area of Springfield, remodeling an old industrial area to residential use, constructing a new street system, and removing dilapidated housing. This development, in turn, relates to a 150-unit housing development for the elderly, completing the rebuilding of one tenth of the town.

Public service effort in these achievements has enabled the public to better understand the architect's role in his community, and has resulted in public acceptance of, and demand for, a higher standard of architectural attainment as shown in our buildings for commerce, health, worship, and culture.





Evidence of these efforts is shown in our young and vigorous Chapter, in which mutual cooperation for the benefit of the profession is excellent. It is shown in the actions of architects in the community holding chairmanships of two of three planning commissions, serving on both state and local committees, and being named junior first citizens of both Eugene and Springfield during the past five years.



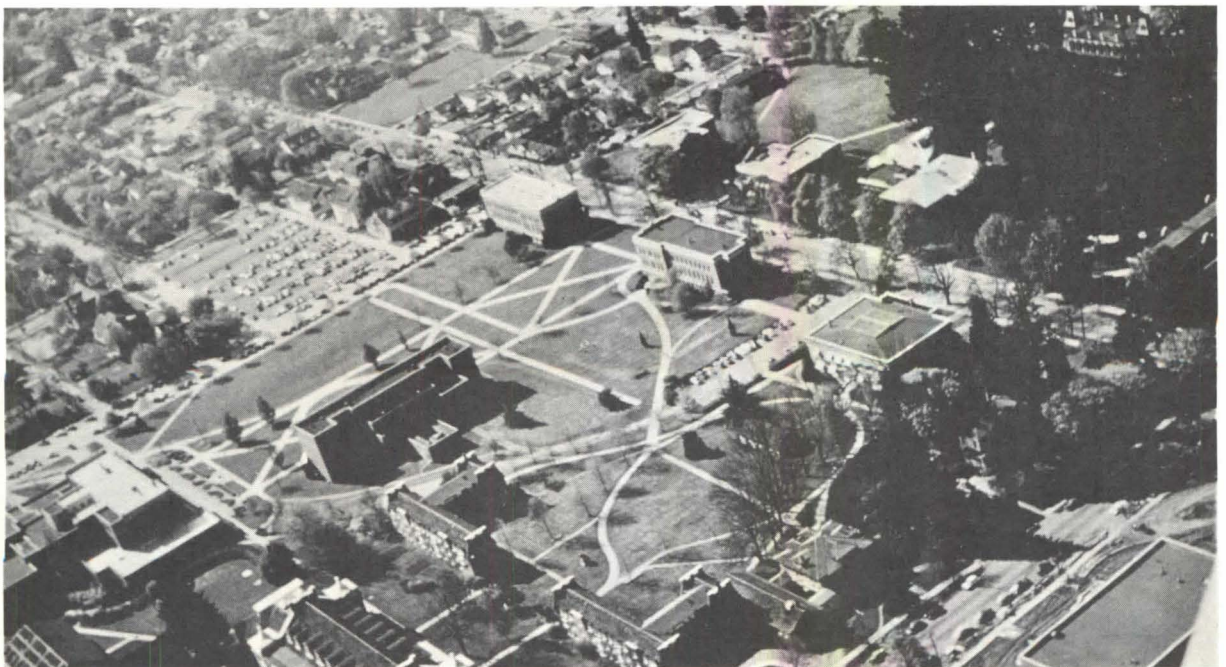
The Idea has led to results—acceptance of creativity in public work, and earned professional status.

Even greater challenges now present themselves in the rapid development of the region. An expanding University is overlapping the city, without continuity. A group of architects are now working, voluntarily, on plans to redevelop a former mill race to a pedestrian walkway, linking town and gown.



This has been the story of an Idea, the momentum of which has yet to be finally determined. Much has been accomplished—far more yet remains to be done. As a group, we have learned much about ourselves and our ability to work together. We have learned something of human needs, of patience and understanding in regard to the work of our fellow citizens. We have learned that the architect, in accepting the responsibility for total environment, must accomplish his work despite controversy and compromise.

And, we have also learned that an Idea, if big enough, but human enough, can be realized . . . restoring greatness to our cities and to the art of rebuilding them. ◀



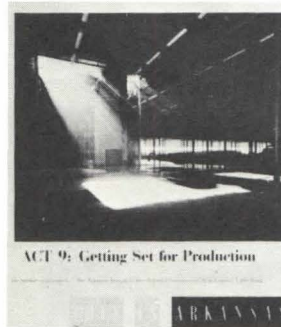


# IV Main Street, Little Rock

Noland Blass, Jr, AIA   Gordon G. Wittenberg, AIA, *Little Rock Chapter*

► The Main Street 1969 theme came from the National Citizens' Planning Conference, held in Little Rock in early June 1957. The atmosphere it engendered, plus the work of our Chapter, proved to be the base on which was built the Urban Renewal program that will soon make Little Rock, Arkansas, one of the most completely rebuilt cities in America and perhaps the first to be absolutely free of slums.

First, how did the Arkansas Chapter get involved? How were we stimulated into making the effort? The beginning of the story goes back almost nine years. Winthrop Rockefeller came to Arkansas in 1953 and as an adopted citizen he immediately involved himself in community and state affairs. One of the best known and most influential positions he accepted was the Chairmanship of the newly organized Arkansas Industrial Development Commission known state-wide as the AIDC. The Commission set itself the task of not only bringing industry to the state, but first to change the all-too-prevalent image of Arkansas in the mind of the average American.



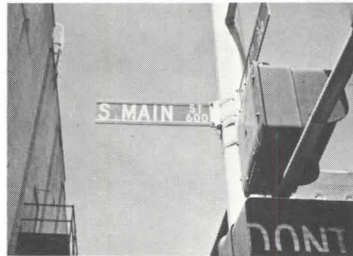
The AIDC in its campaign to change the Arkansas image began a national advertising campaign featuring ads with a contemporary format and a distinguished "soft-sell" approach, which proved most effective. Even more so on the state level was the AIDC campaign to remake Arkansas, and Arkansas towns in particular, so as to have a better showcase to display their work. This made local professionals such as ourselves receptive to their ideas. The AIDC, which sponsored and brought the Planning Conference to Little Rock in 1957, hoped that some of the ideas of sound planning and civic responsibility would rub off on the towns of the state and especially on Little Rock—the showcase and home of our three capitols.



Little Rock is one of those unique towns like Denver, Salt Lake City, or Jackson, Miss, where the largest town in the state is also the political, financial, social, geographic, and transportation center. Especially in Arkansas is this true.

One of the AIDC staff, Bill Ewald, who helped put the National Planning Conference together, later Assistant US Commissioner of Urban Renewal after he left Arkansas, came to the Execu-





tive Committee of the Arkansas Chapter and asked us to participate in the Conference. Our initial reaction was to suggest a display and exhibit of contemporary buildings over the state done by members of the Chapter—a typical and thoroughly normal reaction of a bunch of architects.

But Bill said, “No, this wasn’t exactly what I had in mind. The Theme of the Conference is ‘Main Street 1969.’” *Main Street*—meaning the Central Business Districts; 1969—the date then set for the completion of the 30,000-mile Interstate Highway network. The Conference was to examine the Main Streets of all the cities of America and offer a challenge to them as to what they could offer their citizens in 1969, and how they could keep pace with the challenge of the transportation era.

Along this line, he suggested that we prepare a Main Street Little Rock 1969 for presentation at the Conference as a stimulus to the people of Little Rock for their action. By coincidence, the main street in Little Rock is called Main Street.

Not without some fear and trembling did the Executive Committee accept this challenge. The Conference was due to open in a little more than two months. We had no idea of where to begin, how to organize, or even what talent or cooperation we could muster from the membership.

But accept we did, and the response was terrific. Everyone who was contacted plunged into the project as if he knew what he was doing and where he was going. Perhaps the sheer audacity and scope of the project we attempted to undertake eluded us.

The first thought anyone had was that what we needed first was a client and a program. Since there was no client—least of all a program, we set about to create one.

As soon as it could be arranged, approximately twenty of the civic and business leaders of 1969 were invited to a luncheon—these were younger men but potentially the heads of the newspapers, banks, department stores, hotels, insurance companies, manufacturing concerns, and professional men who were clearly going to be policy makers and leaders of the future; in short, the client of 1969.

They responded enthusiastically and we came away from this luncheon meeting, which ran until three in the afternoon, with their gripes and desires packaged into a three-fold program of what Little Rock of 1969 should have:

Better and easier ways to get to Main Street.

Better and easier parking once you arrived at Main Street.

A pleasant, congenial, shopping and cultural environment that would lure people downtown instead of repelling them.

After this meeting, we set up our design board, informal as it was, composed of a representative of each of four or five of the local offices—usually the chief designer or partner interested in design. To supplement this group we asked and received voluntary participation from the Little Rock City Planning Staff and the Staff of Metroplan—the county-wide planning agency. They each volunteered a representative and furnished us with base maps, statistical background, and a world of technical information.

Even with this material, we did not have the time or the means to validate our assumptions or our hunches. Those of us who had lived in Little Rock all our lives instinctively knew and felt many things which were incorporated into the plan. For instance, the traffic pattern, lines of growth, land-use, historic buildings, and so on were assumed without research or data. Incidentally, later factual surveys proved the basic validity of these assumptions.

A work center was arranged at one of the larger offices that was centrally located and offered some space to work. The Design Committee met as required, at first twice a week for three-hour sessions, later as the project got into the presentation stage, more and more until we were all working and drawing lunch hours, nights, and weekends. Toward the end, we levied a work force of delineators and draftsmen from the offices and received an almost 100% cooperation in the form of manpower, either volunteered personally by draftsmen or donated by the interested firm who paid the salaries of our men.

Working under a general chairman and coordinator, the group functioned exceptionally smoothly. Design decisions were made, challenged, argued, compromised, and incorporated with a minimum of friction. It was agreed that decisions made at one meeting could not be re-opened or discussed at subsequent meetings—if a member of the design group missed a meeting he forfeited his right to contest a point. Without this seemingly very arbitrary rule, no progress could have been made as we saw early in the game that if we constantly re-examined our work we would never finish in two months.

As a sidelight it might be mentioned that the chief points which were argued during the design process were (1) how far-out this design should be in terms of area and buildings replaced, and (2) how far should the Chapter go in attempting to suggest financing and ways and means of getting the project started. Some very novel ideas



**"MAIN STREET—1969"**—Members of the Arkansas Chapter, American Institute of Architects, prepare to put on paper some of their ideas on what Little Rock's Main Street will look like in 1969. They are, from left, Fred Arnold, Bob Robinson, Bob Millett and Dietrich Neyland, members of Little Rock firms. The plan will be on exhibit here June 9-12 at the National Citizens Planning Conference, which has as its theme "Main Street—1969."

12A—ARKANSAS DEMOCRAT  
Sunday, May 19, 1957

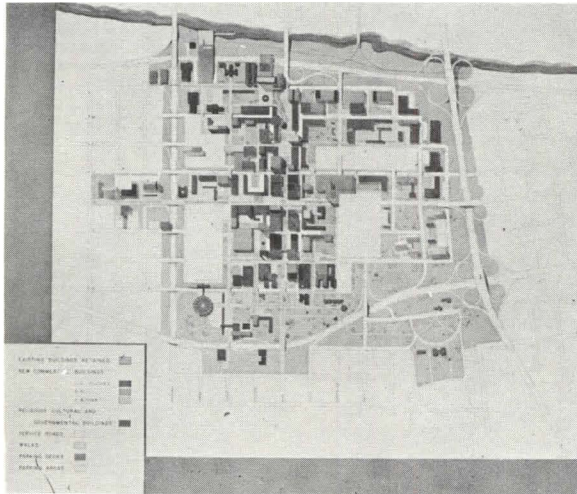


**Getting Ready for the Conference**

Fred Betner (left), director of the Little Rock Housing Authority and publicist for the National Citizens Planning Conference at Little Rock today through Wednesday, takes a final look at the city's exhibit for the Conference with Gordon C. Altshuler, an architect who helped prepare

such as organizing the whole downtown into two competing privately-owned corporations to finance and rebuild the area were examined and discarded.

The scheme as presented in 1957 was far-reaching and very bold—deliberately so because in the final analysis, the scheme must capture the public imagination and in any case would be cut back. We preferred to over-reach, not to under-reach.



We had to decide on the method of presentation and the scope of the details we would go into. As it finally emerged we did five 40" by 40" mounted panels—the first a sort of title page showing the city limits as we envisioned them by 1969, the area of "Main Street" as we defined it and the basic highway network.

Then we developed a panel showing the proposed circulation diagram for the area along with a series of very broad land-use maps plus some basic statistical data.

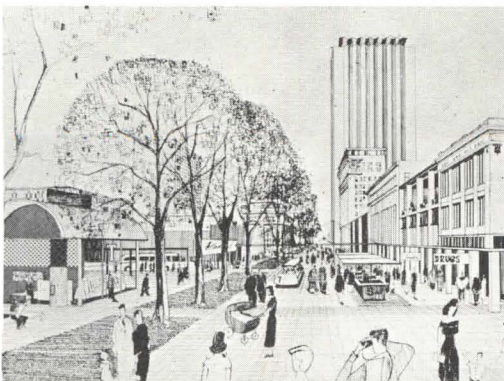
The panel on which most of the work was done was a colored redevelopment map of the area or master plan with various types and uses of buildings, proposed, new and old, color-coded along with the circulation, parks and other features of the plans such as the waterfront development, commercial area, transportation centers and civic grouping—city, state, and Federal.



Our final panels were made up of photographs of the downtown area and easily recognizable perspective drawings of the same area as visualized in 1969—first an over-all aerial photo of the downtown district from the river and its counterpart. This was perhaps our weakest drawing as it was not developed in enough detail and appeared too much in the antiseptic anti-Jane Jacobs style we are hearing so much about. Certainly it was not our intention to turn Little Rock into a green park with tower sky-scrapers rising from it as the drawing might suggest.

Then we moved in to detail three areas—Main Street looking south, developed as a mall, Main Street looking north (incidentally, many of these buildings have since been rebuilt or remodeled), and Capitol Avenue, the main cross street which forms the hub of the state where it crosses Main Street.

Our presentation was well received. Not only did it attract outstanding attention and comments when shown at the convention, but it sparked similar chapter efforts in Kansas City, Nashville, Memphis, and influenced other projects around the country. The local press followed and reported us fully as the project was developed and presented. Both of the daily papers gave us outstanding coverage as did local TV and radio stations.



To follow up our initial success, we had the panels made into slides and slide presentations were made all over the city—starting with a large meeting arranged by the Chamber of Commerce through all of the civic clubs, many ladies' groups, professional groups, right down to neighborhood garden clubs. Several thousand people were exposed directly to the Main Street story and thousands more through the press and TV.

## Main Street, 1969 Will Be Previewed

Architects' Model of Little Rock's  
Future Face Unveiled June 7

Little Rock's Main Street of 1969 will be previewed at a Chamber of Commerce-sponsored luncheon on Friday, June 7, at Hotel Marion. The advance showing of the special exhibit will be a harbinger of the National Citizens Planning Conference, which is being held in Little Rock June 9-12.

From all of the publicity there emerged a citizens' group known as "The Urban Progress Association" composed of the influential city fathers who, once they made up their minds, had the ability to make Main Street 1969 come true. Just about the time that the wheels began to roll, something beyond our control happened.

Little Rock suddenly became a national issue and all the local talent and interest which had been focused on our project was devoted to solving a much more serious and controversial problem. Unfortunately, for almost two years Little Rock was torn apart by the controversy which has been too amply covered by the press all over the world.

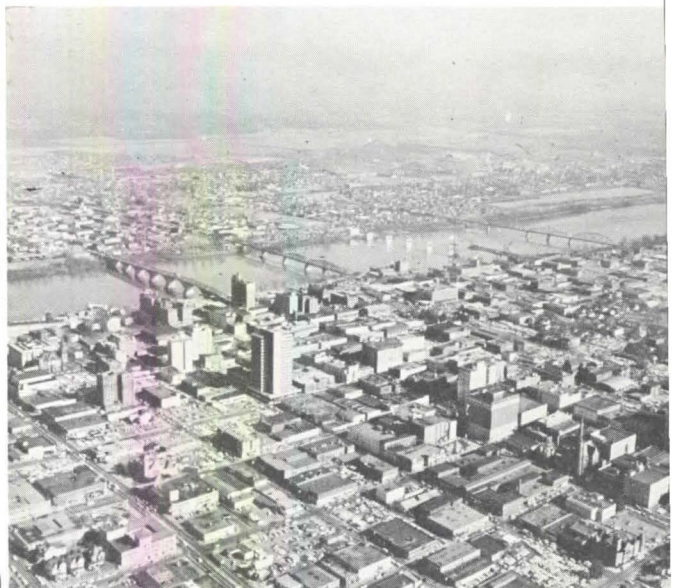
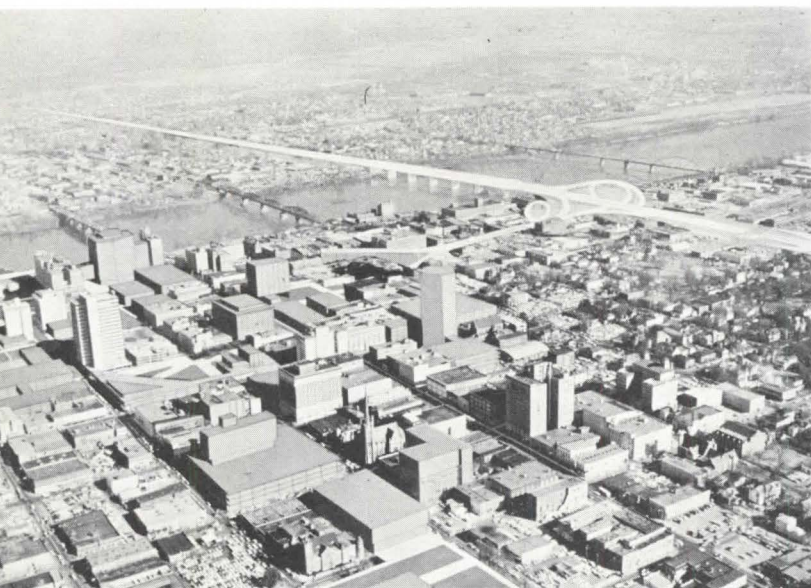
But time heals, and like many other good things Little Rock and its ambitions for the future were not easily discouraged. Toward the end of 1959, The Urban Progress Association approached the architects looking for ways to revive interest in the project and start constructive work again along the lines previously set out.



Despite the political turmoil during the two-year interim, Little Rock had undergone a number of physical changes in building and highway construction, a new city manager form of government had been voted in which inspired confidence and stability—in short, enough had happened that the architects felt that the original concept needed to be re-examined, and up-dated. This, we offered to do for Urban Progress, and they in turn agreed to foot the bill for all out-of-pocket costs—we still contributed our professional services which were never charged for. In fact, in the first presentation the Chapter paid all costs as well as donating the time required.

Again the Design Committee was re-formed with most of the original personnel, but with some changes. This group set again to work. Utilizing maps and data which were not originally available, the design group came up with a more precise and refined proposal, one which, while not as broad in over-all concept, was sufficiently detailed as to plan and execution as to be almost a format for the subsequent official planning proposals.





This time we chose to work chiefly over large aerial blow-ups of the area and presented the plans, first the master street plan of the city, showing work accomplished, under contract or proposed and with urban renewal projects executed or approved.

Next, we developed the parking and circulation pattern in detail, showing thruways finished and under construction and how they affected our plans. Then we took a panel to show work recently completed or under construction which affected the plans. Then we again developed our over-all plan showing the land use, parking, circulation, proposed demolition and construction to form a new master plan.

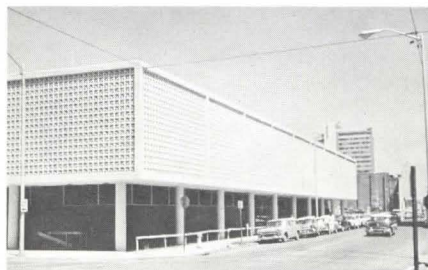
The next panel was a proposal for work in the core or heart of the retail and financial area, which was more detailed than before and considerably more realistic in scope.



Then again to capture the general public's imagination, we showed a before-and-after aerial shot of the downtown area. This was followed by a cartoon drawn by a local newspaperman of one of our typical downtown corners, which furnished a warning of what 1969 *might* look like. And finally we took the center of the city, Capitol and Main, and developed a drawing that we hoped would be easily identifiable, stimulating, yet at the same time, realistic enough that it could be accomplished without wholesale rebuilding.

The Main Street revised program was presented at the annual Urban Progress dinner meeting attended by all the bigwigs of the town, and again it was applauded and well received. The press again gave us excellent coverage and the redevelopment of Downtown Little Rock has been in forward gear ever since.

To be specific in our accomplishments, besides the intangibles of public service and increased goodwill toward the architects of the area by the general public, we can point out that Little Rock is now in the midst of an official and very ambitious Urban Renewal Plan for which a planning grant of \$300,000 was made in 1959. The plan has been completed and presented, and the first land acquisition should start before the end of the year.



Individual architects have felt the stirring of confidence on the part of the business community and its faith in the ultimate renaissance of the downtown area. Public buildings to anchor the downtown area are completed or well under way—a new Police and Courts Buildings, a new library, a new Federal center, a new Art Center, and retail store buildings (both new and remodeled) are being constantly completed or put into work.



Office and financial buildings are springing up over the downtown area, savings and loans, banks, insurance companies, utility companies, and likewise hotels and motels. Some of our work has been traditional, and some has been, shall we say, a little more advanced. But conservative or modern googie; contemporary, good or bad, Little Rock is in a ferment, and at the base of the ferment are the architects, generating ideas and reaping tangible rewards as well as those of public service and enhanced professional respect. ◀



## V

### Summary by Chairman Goble

► These words bring to a close this session, which I am sure has set some sort of record for verbal brevity. We have tried to avoid the large generalities, or the abstract phraseology that has been the subject of some complaint by a previous speaker. We have tried to avoid the use of the word challenge, and yet I am sure that the deeds of these three chapters in their own communities do constitute a challenge to others.

I think our speakers have demonstrated rather effectively that the leadership of architects in improving their communities is very real. They have demonstrated that the exercising of that leadership is possible in any American city, and that the requirements are the familiar qualities of initiative and energy.

I think the speakers have also demonstrated that the expanded practice—or the comprehen-

sive service—or the responsible service of the profession is not a theory but a reality, at least as far as the urban improvement responsibility of the architect is concerned. I might add that in my own office, when we discuss the practice of architecture, we usually find that most questions about what the architect can do seem to answer themselves in the affirmative. When we begin to think some proposal sounds radical, or perhaps it sounds beyond the capacity of architects, we do not accept it that way. We can always name somebody who is already doing it. It seems only a small extension of this program to say that the speakers have shown that you all can go home and do likewise. You will find, if you try it, that you too can become an expert in cutting red tape. But please remember in cutting it that the short way is crosswise. ◀

# Case Histories of Expanded Services

Thomas H. Creighton, FAIA

Editor, Progressive Architecture

## Panel Chairman

### I Medical Plaza, New Orleans

**Panelists:** Arthur Q. Davis, AIA (Curtis & Davis, Architects), Lane Meltzer (Latter & Blum, Inc, Realtors), Claude Morton, Jr (Loan Supervisor, Equitable Life Assurance Society)

► CHAIRMAN CREIGHTON: In previous meetings, you have been taken by very capable and knowledgeable people through many architectural expanding practices. The point has certainly been made by now, and made well, that the practice of architecture today is not the same thing that it was even a decade ago, and that it is still changing and of necessity, expanding its horizon.

The changing sociological bases, and the changing economic bases have been described. The new client groups, from the individual entrepreneur, to the community itself, have been discussed. This morning we saw three instances of group combined action on the part of members of the profession to improve the physical environment in the community.

The question remains, and it can remain a very big question: "How does all this affect me, Joe Doaks, with a medium-sized office, with a practice that consists mostly of doing single buildings in the normal basic types, perhaps even in a town where there is not yet enough cohesion among the architects to accomplish group community-wide action? Don't the aspects of expanded practice, and the need—the opportunity—to work beyond the normal accepted responsibilities of the

architect, and the need to become familiar with the new disciplines and new services, apply only to the large firm, to the specialists, to the architect who is aligned with the entrepreneur or the developer?"

Our purpose this afternoon is to demonstrate that the answer to these questions is a simple "No." We are going to discuss in some detail two buildings—two singles, quite common commissions.

Both of these buildings, in my estimation, are above the average in design quality. That is a very important point that we will come back to later, but it is not the principal point right now.

The principal point is that in neither of these cases did the architect simply take a program from the client and develop *working drawings* and specifications and supervise construction. These are instances in two very different ways of expansion of the standard services on the part of the architect.

One is an illustration of the possible approach to the challenge of the package dealer. Perhaps it is a method that deserves further exploration, but that will be up to you to debate after you have heard it described.



The other is an illustration of architectural participation in the development and growth of the project from its very beginnings, through to the minutest designs of interior spaces.

We are going to examine these two jobs in some detail this afternoon, with the architect and his client describing each one to you, and with you having the opportunity to ask questions and raise points for discussion. Then I am going to assume the privilege of drawing general conclusions from the two presentations given.

The first that we will discuss is a building that contains 50,000 square feet of rentable area on one floor, with parking for two hundred cars on a floor below. The lot is a constricted one, in a built-up residential area near a hospital. Curtis and Davis have been involved in all aspects of it from site selection to continuing design of tenant's spaces.

The first question I want to address to Mr Davis. Can you tell me of the beginning of this project? How did it happen to result in a commission?

ARTHUR Q. DAVIS: We were called in before the site was purchased. The site was covered by a tremendous brick building, which at that time was a convent. The first question was whether the purchase should be made at all, and that was based on whether or not the building might be sound from the point of view of renovation, and whether this could be converted into an office building for doctors, without having to demolish it completely.

After we had investigated the building, it was determined with the real estate agency that the land value was there, whether the building was demolished or not; it was just a good piece of land to own, and therefore it was recommended that the property should be purchased. That was step number one.

CHAIRMAN CREIGHTON: Was this the only site under consideration, or was it a choice between sites?

MR DAVIS: No other choice.

This was a piece of property known to be for sale, had *been known* to many realtors, and offered to many groups. It had been offered to one person who sort of spark-plugged the thing.

The important first consideration was really an architectural analysis of the building on the site, because this was the criterion to the builder, if it was to be purchased at all. It was a question of whether this piece of land was to be properly developed this way or another way.

Here the architect played the role of being the devil's advocate and tried to make the owners envision what could be done on the site, and on the basis of this, it was bought.

LANE MELTZER: We do have zoning in New Orleans, and this was one of the few large pieces of property that was zoned for use as doctors' offices, so that the use of the property was fairly obvious; it was a question of what to do, and how to develop the project.

CHAIRMAN CREIGHTON: On this question of site selection, from a real estate point of view, generally speaking, would you say that an architect is useful in the selection of a site, if there *is* an obvious site like this, in telling whether it is useful or not? And at what stage should he be brought in?

MR MELTZER: We like to think that the site selection falls in the realm of the realtor. There is a place for the architect in this, as far as the utilization of the site. But as far as location is concerned, we think that sort of falls into our realm; that we probably know the city we are working in, or we are supposed to know it better than anyone else.

This is our bread and butter. So generally, we like to think that it is our job to find the site for the client, and we usually try and do what we call a research job. We have a department that actually works up perhaps ten or fifteen sites, and these are scanned through, and we will come up with a group of properties for the customer to look at.

Once we have reached this point, then it behooves the client to call in their architects as to the mechanics of utilizing the particular location that we think is right for the project.

Let us follow through, even if we get into a controversial question, because one of the areas of the expanding practice that the Institute is talking about is the possibility of an architect, not in any sense becoming a real estate man, but knowing enough about land utilization to be valuable in the earlier stages, deciding whether a given building can go on a given site.

These and other related matters fall into other professions. I think it depends on what you are looking for. You look into the labor market, the retail establishments, and so on, and you are going to do a market research and traffic study. In our community today, we find there are specialists who do this type of thing. They are independent specialists, not any of the architectural firms that we have in our city today do these things. These are specialized enough that they probably at this date fall into a specialized pattern, and we ourselves, when we want these services, want to go to the best qualified people professionally.

CHAIRMAN CREIGHTON: Let us assume that an architectural firm adds to its personnel, or even uses consultants and does the organizing for one



of these specialists in research land study, traffic studies, and so forth . . .

MR MELTZER: If I can get out of the realm of a realtor, and talk as an entrepreneur—we look to the architect for the physical construction of a building, and everything that is related to it. I feel that when you are talking about traffic patterns, they are related to the building. But this is not our conception of what an architect does.

To go back a long time, the architect was the builder and the architect. But as far as the selection of the site goes, the preliminaries and the economics, and so forth, I think certainly the architect should be informed in these fields, but the fields are big enough so that to be well enough informed, you have to apply yourselves to these particular specialties.

CHAIRMAN CREIGHTON: Arthur, how do you feel about that? Do you have disagreement?

MR DAVIS: First of all, I would like to say I think this so-called analysis that Lane refers to, has to be directed from different points of view. The realtor and the entrepreneur look at a site—we'll say our Medical Plaza.

The first thing they will say: This is going to cost six dollars a square foot to buy; the returns should be so much per year to justify our going into it. The number of cars that will go by this site will probably be ten thousand a week or month. They formulate these statistics, and then they make certain economic conclusions.

But I think if all real estate ventures were undertaken on this basis, we would have even worse congestion and a worse mess than we already do. And this may be part of the reason that we have the mess.

The architect has got to interpret all of these statistics, and these economic and physical con-

ditions, so that he can envision how, from these statistics, he can get a satisfactory solution.

I don't think that the real estate office, or the entrepreneur or the statistician are equipped to do this, and I think the unique thing about the Medical Plaza project is that the architect was there, making decisions, guiding them, and following from the first step, right through. Therefore, I would have to thoroughly disagree with that.

CHAIRMAN CREIGHTON: Let us leave this area and get to financing. At what point, Mr Morton, was this project brought to you?

CLAUDE MORTON, JR: Actually the project was brought to us at an earlier stage, when they were still formulating the type of property that would be developed. They first came in and told us of the site that the property would be developed on, and asked if we would be interested in financing a medical office location.

It is probably *the* location in New Orleans for a medical office building, and as Mr Meltzer has pointed out, it is one of three medically-zoned sections in the city. We next looked at the schematic plans to see the type of project that would be developed there.

I would like to point out here that most financing companies, and in particular ours, are not interested in having final plans at this point, because we are in the early stage when they first come in. A complete set of plans gives us a lot of problems, because we realize there is a tremendous amount of work and cost involved. So we feel we have to go with the plan already adopted in that case. The schematic plan leaves room for suggestions by the realtor and the planning and financing agencies. We like to see these plans at this point.

When they come in, we are interested beyond



the site in the architectural firm, the realtors behind it, and the developers. We put a lot of faith in certain firms, both architectural firms and realtors, because we know what they are doing. We also depend somewhat on their judgment.

An architect at this point really needs to lead us as to the type of building that he is planning—what are the advantages, and what are the disadvantages? Obviously, he has spent a lot of time and effort and study on drawing this building, even on the schematic plans. We would like to see what his ideas are.

CHAIRMAN CREIGHTON: I take it, then, that you would much prefer that a project which you might ultimately finance be brought to you at an early stage when only simple schematics have been done. How much of a decision are you likely to make at that point?

MR MORTON: At this point we can say we are definitely interested in this type of project. In talking with the realtors and developer, we have a pretty good idea of the type of tenancy and occupancy that they will have.

We felt on this particular one the type of work that Curtis and Davis have done in the past, and the type of leasing that Latter & Blum have done, and knowing the developers behind it, and the location, taking all these into consideration, we knew this was the type of building that we would definitely want to handle at this early stage.

CHAIRMAN CREIGHTON: Mr Meltzer, what do you think of the architect's role at this stage, as far as the financing?

MR MELTZER: One of the things Claude says is very important to us. When we get started on a project, it doesn't take us long to get into the office of people like Claude to get their ideas, and the only way we can show these renting institu-

tions what we want, is by pictures. It is so much simpler that way. On the projects we have done together he has seen most of our things at the very preliminary stage, and our architect is usually there when we start. And we usually need him to start planning our financing.

CHAIRMAN CREIGHTON: What about this question of how much the architects know about the economics of a building enterprise? Don't you also find any difference among architects in that respect? And isn't a knowledgeable architect in this field more valuable to you at this point?

MR MELTZER: We find it takes a lot of experience and a lot of study to understand the needs of the economic end of these buildings. We spend considerable money with architects on preliminaries, and if he came up with sixty per cent rentable office space in the building, which is the primary type we build, I think we would stop right there and look for another architect.

CHAIRMAN CREIGHTON: Arthur, will you show us the building we are talking about?

MR DAVIS: The building itself is in a residential neighborhood directly adjacent to a large hospital, approximately a 600-bed hospital.

The reason for mentioning this first is that this is a neighborhood planning problem. With the exception of the hospital, the houses are one- or two-story, single-family units, and we wanted something that would fit in this neighborhood, not stand out from it. We also wanted to find something that could accomplish this economically.

We discovered if we were to build a one-level office building, elevated on a platform, with a parking lot underneath, that we could give the office building ideal services for coming in from both the street and the hospital, and at the same

time we could preserve the residential feeling of the neighborhood. Still another consideration was that we could have a building which could be built like a frame house, because it was only one story high, built on a slab on the roof of the garage, thus it became a simple residential design problem.

We conceived of this large plaza as a series of courts in the same approach as a town house, where one could walk around through landscaped patios, through a central mall, and pick out one's doctor at will, and we tried to design the elevations within the patios with the help of the doctors, giving them some leeway.

The architect's aspect, we contributed. The realtors contributed a large portion of this conception, because they wanted to have something not only that would be attractive, but easily rented.

Bay widths and dimensions were worked out very carefully with them, and also with their approval we went to a one-story, rather than the more obvious central shaft.

The section shows the one-story frame quality of the main plaza level. It does have a concrete roof, but all interior partitions are frame. We built an open structure and filled in as the tenants arrived. The parking is below level, and patients are able to drive up under cover, and go up into the residential area by way of small hydraulic elevators to the plaza level, or walk up a ramp, and there they can roam under cover or in the nice weather in the open, to their particular doctor.

There is a minimum of corridors and a maximum of treatment rooms, limiting plumbing to the central areas as much as possible. The air conditioning is packaged units on the roof over each suite.

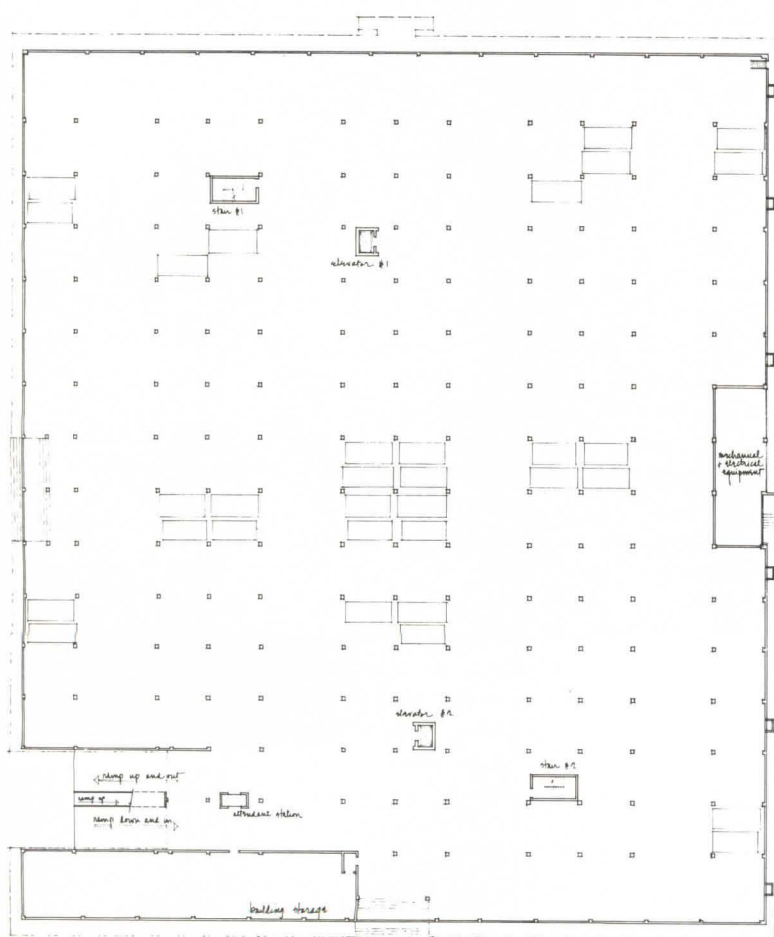
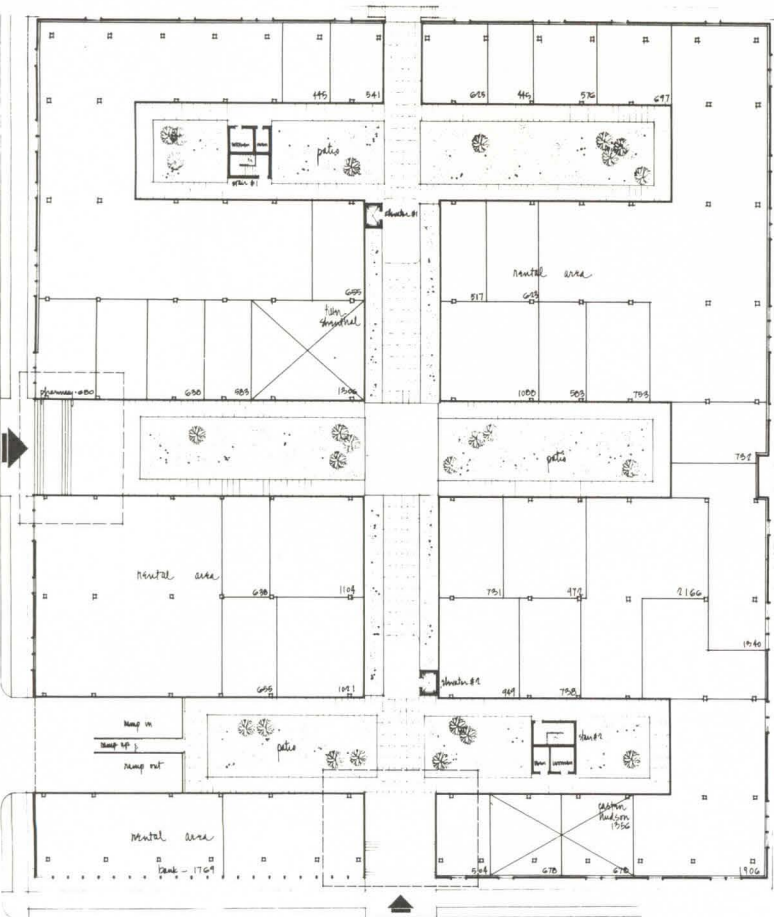
CHAIRMAN CREIGHTON: I take it that you have done interior design and everything, including the furnishing of a good many of the doctors' suites.

MR DAVIS: Yes, in most instances we got involved in the planning and layout of the rooms. I might add that it is not the nicest kind of commission to have as an architect. For every office that gets rented, you probably make six designs, and it's really time consuming.

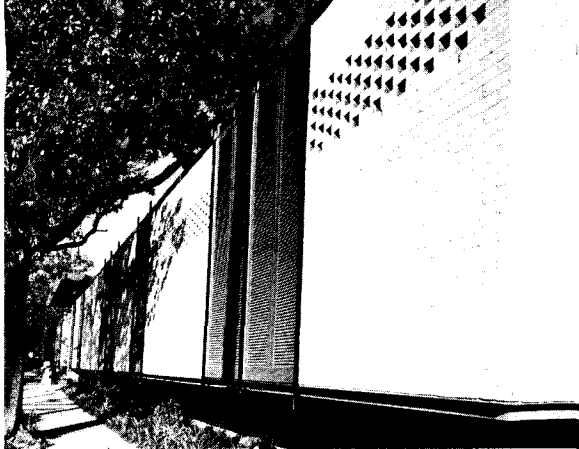
CHAIRMAN CREIGHTON: I would like to get to the general subject of expanded services, as illustrated by this job, and also in a general way.

Arthur, as an architect, how do you feel about the whole concept in your practice, the business of the architect becoming more interested and knowledgeable in the beginning and the end of the job?

MR DAVIS: I have been thinking about this since we first discussed the possibility of using this building. I really don't feel that I have the



Frank Lotz Miller



Frank Lotz Miller

right answer. The architect's role is such a complicated one. There is a need for a series of experts, in so many different fields, as Mr Meltzer has pointed out.

But I do feel that the architect can do one thing better than anyone else. He can take all of this information, and if he is a creative architect he can assimilate it, present it to the clients, interpret it for the real estate agent, and for the most important man, the man who puts up the money, and act as intermediary and mediator, so that everyone understands the problem. This is his first goal.

Once he does this, then he himself is in a better position to design a good building, because he has everybody with him; they are all on the same team.

Today we have to admit that architecture has to be a team effort, and if it is a team effort, there has also got to be a leader to the team. The big question is: Who is the leader going to be?

In many instances, as Mr Meltzer pointed out, in our discussions earlier, the realtor wants to be this leader.

MR MELTZER: This is a question in some degree of personality. I think the realtor and entrepreneur at this stage look to the architect for certain things. One of the most important things is our cost estimate.

This is a specialty that takes a lot of study, a lot of background, and a lot of experience. We are apt to go back to the architect who, when we first talked to him gave us a budget figure, and when the project ends up he is on the budget figure or, better yet, below the budget figure. Quite frankly, we have worked with too many architects who can't do this.

I think you start with this, and if we look to the architect to provide the services that we expect, and the architect can expand his knowledge and back it up with good sound thinking, then he can

expect to be a leader. But until such time as he has this knowledge, and knows what he is talking about, I don't think he can get to that stage.

MR MORTON: I think from the financing point, the end result is the most important thing, but I have found that generally the joint venture type, or the effort of the architect, realtor, and entrepreneur, all having a good deal of ability in their fields, probably ends up with the best building, the one that is easiest to finance, the one that will get the top dollar.

CHAIRMAN CREIGHTON: The three of you are talking about a team concept, and the team is very likely to be weak, unless it has a leader.

MR DAVIS: I want to make one more point. I don't want to pick on Mr Meltzer—he is my client. He has said he wants an architect to come in with a good estimate, something realistic, and easily merchandisable. He never cares much whether it is a good building or a beautiful building or a building that meets certain other requirements that we as architects consider very important. Why? We do have to be concerned with all of the things we mentioned, but we also have one other thing that we want to be concerned with, if worth our salt.

They have to be great buildings if they are to make improvements in the environment, and make a better world. The entrepreneurs don't give a darn about that.

The point I want to make is, if you have a very strong entrepreneur, a strong realtor, who knows what he wants, and the architect vacillates, the architect is not going to be a leader of the team. The architect, we are always told, should be the leader. I feel he is the only one who, based upon training, is able to assimilate information and put it over in the best possible way. But still he will never be the leader unless he is a *leader*, and this is the most important message that I think should come out of this discussion.



## II Barden Corporation, Danbury, Connecticut

**Sherwood, Mills & Smith, Architects**

**Panelists: Willis Mills, AIA** (Sherwood, Mills & Smith, Architects), **J. R. Tomlinson** (President, The Barden Corporation)

CHAIRMAN CREIGHTON: The next architectural work we are going to look at is the plant and the administration building of the Barden Company, of Danbury, Connecticut.

Sherwood, Mills & Smith, of Stamford, were the architects, and J. R. Tomlinson, president of the Barden Corporation, is our other panelist.

First of all, I am going to ask Mr Tomlinson a general leading question to start off the discussion. How did you go about your selection of an architect?

J. R. TOMLINSON: Rather a simple matter for us, since we had some experience with Mr Mills in a prior operation about five years before. So when it came time to look into this project, Mills had done a good job, and we had confidence in him, and we knew what he could do for us in this new project. We called him and started. It was that simple.

CHAIRMAN CREIGHTON: In our previous discussion of this, you spoke of the fact that at a certain point, you had considered the possibility of using the Austin Company, whom we call a package dealer, on this particular project. Can you go into that a bit for us?

MR TOMLINSON: Yes. We started with Mills, and we discussed how we were going to push this project along in the period that we had with a budget consideration that we were looking at.

We began, both of us, with the need for a push that only an operator of the Austin type could give, and yet I was not at all interested in turning the whole thing over to them because I felt this site we had, the type of building we wished to build, needed some individual attention, and this we expected to get from Mr Mills, and we did.

CHAIRMAN CREIGHTON: You thought you could get that from an architectural service, better than from a package dealer.

At the time you went to Sherwood, Mills & Smith, did you have a pretty rigid program worked out? Did you know what you wanted him to do?

MR TOMLINSON: We knew precisely how many bearings we wanted to be able to make over a

five-year period. We did not know precisely how much space it would require. We knew our machines and our operations very well. We had a budget idea of how much money we could afford to spend, but we did not have it pinned down to the last dollar at that point.

WILLIS MILLS: Their problem was (a) they wanted to be able to determine what this building was going to look like and what it would cost at a very early stage, and (b) they wanted to be able to get the building in operation, into production at the earliest possible stage.

When we got our heads together, I think that the solution we reached may not be the only one that could have been found, but it certainly did accomplish those two objectives.

CHAIRMAN CREIGHTON: What was the solution?

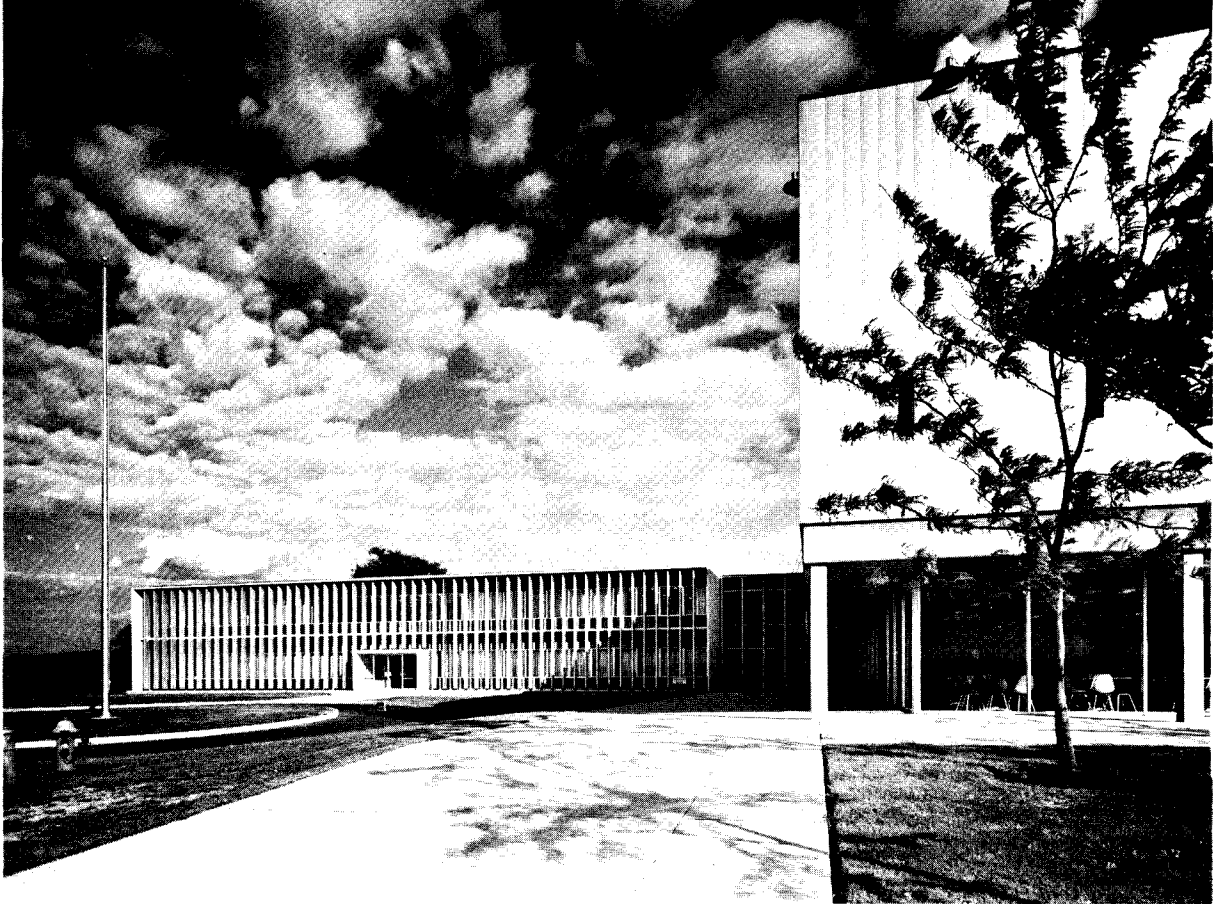
MR MILLS: The solution was, instead of going ahead on the usual basis with preliminary drawings followed by final drawings and specifications, and then competitive bidding, and then selecting a contractor, and then going to work with construction, we did what you might call extended preliminary service which was the preliminary drawings from our office, together with consulting engineering drawings from the Austin Company, determining a budget at that stage.

May I say that the drawings were complete in a structural sense? I don't mean that the structural detailing was completed, but the framing down to and including the piers and footings was part of that set of drawings.

Once the price tag on the entire project was determined, at this stage, the client could go to his board of directors and say, "Here is the building. Here is what it will cost." Thus they actually could get started immediately with the construction. And the final drawings were made during the construction period.

CHAIRMAN CREIGHTON: To clarify this point completely: At the period when you had your preliminary drawings done, a contract was entered into with the Austin Company?

MR TOMLINSON: A partial contract to get the structural steel started, and considerable site work.



Joseph W. Molitor

MR MILLS: That is the correct sequence. There was arrangement made with the Austin Company on a preliminary basis, before any drawings were made, in order to accomplish this work.

As you can see, instead of the Austin Company being in the saddle, so to speak, they were acting in the planning stages, as estimators, structural engineers and mechanical engineers, in a consulting sense, and all the job meetings and planning and production stages were held in our office with a fairly normal relationship between architect and consultant as to the development of those drawings.

CHAIRMAN CREIGHTON: At this point, can we discuss the building?

MR MILLS: The site was very sloping. We had the problem that you always get into, with a very steep and sloping site, for a plant of modern requirements, with a large level floor area.

We developed two levels of the building, so the parking front is at the low level, or the level below the production floor. That lower level takes care of the employee services, cafeteria, locker rooms, and that sort of thing.

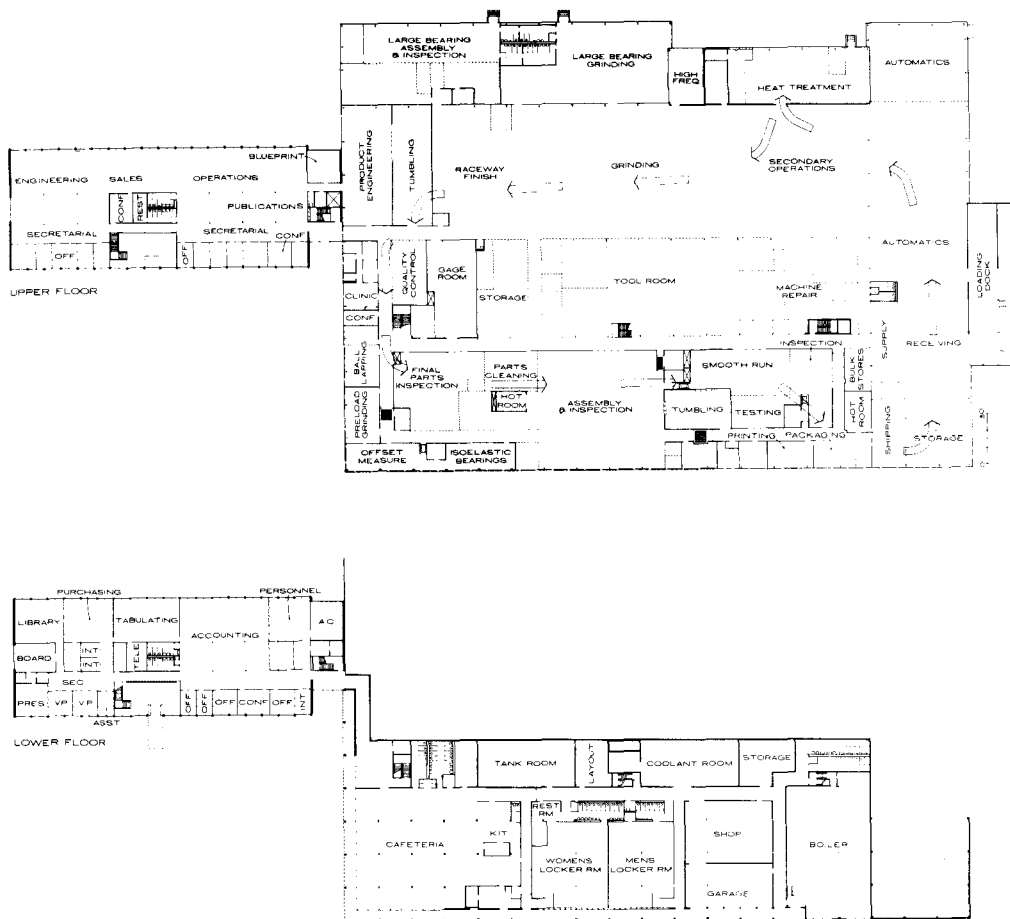
The Barden Company makes precision bearings. These bearings are highly precise in dimension, used in the optical industry, guided missiles and guidance systems. This means, of course, that . . . the manufacturing environment must be very carefully controlled as to temperature and humidity, as well as exclusion of dirt and dust.

For instance, the assembly and inspection area, the last part of the process of assembly, has to be very carefully controlled. There are air locks going in and out. Employees all wear special uniforms and covers on their heads. The airconditioning system in there has two series of filters, and has to be delicately balanced.

The plant is aluminum panel, skin construction. The lower level, which is at the parking level, is set in, forming a little arcade or loggia. The very small windows are simply to give a glimpse of the outdoors, not for interior lighting.

The administrative section is in contrast to the plant—mostly glass with a sun-controlled screen in the front of it. The cafeteria, although it is on the lowest level, has a superb view in several different directions, looking out over the rolling hills of Danbury, and the Connecticut landscape.

One of the things that developed in the early part of the plan was a very large bay, basing a clear span of eighty feet in the manufacturing area which seemed a little odd to me. This was actually a direct contribution by the Austin Company. Because of the operation and the product, most of the machinery is roughly the size of an upright piano, most of the grinding machines are not much bigger than that. We suggested a smaller bay spacing, but the flexibility possible by this larger spacing certainly did pay off even before the building was completely occupied, and machinery shifted around.



CHAIRMAN CREIGHTON: You went into the job with the client, having worked out pretty concise preliminary budgets. Did you find that this was realistic, or did you have to do any juggling?

MR MILLS: It turned out it was close, although our first analysis of the need indicated the budget was pretty far off.

This operation consisted of getting a project started on the basis of preliminary drawings and preliminary specifications which were somewhere between what you would expect to see in preliminary specifications and in final ones—I think it was in the neighborhood of forty-five or fifty pages.

Yet here the owner was embarked with a budget that they had set of \$2.4 or \$2.5 million for this project, signing a contract for the shell of the building, including the roof. The die was cast and I admit I was very fearful throughout the early stages—this being our first experience of this type—to make sure that the owner was not going to get any unpleasant surprises cost-wise.

Here we were making final drawings and the building was under way, and the owner says this is the limit of the cost. Obviously, you had a great many specialized problems in planning, particularly in inspection and in the assembly area—not just open space.

So a good deal of our effort was devoted to cost control. The final cost of the building, the final contract after the drawings and details were finished, was \$2,475,000 and during the entire construction the increases amounted to a little under one per cent, which I think is not bad.

I feel a little more optimistic about this kind of an approach than I did before. The principal advantage was the time element for completion, because the first two months the Barden Company were in there were the largest production months they ever had.

CHAIRMAN CREIGHTON: From this point of view, Mr Tomlinson, how did this work out? You had an architect and a contractual relationship. You had some advantage and experience from the Austin Company—did the process, from the client's point of view, work well?

MR TOMLINSON: We were generally quite pleased with the results. We had our own team working with the other two elements. We feel we got the best from the team.

CHAIRMAN CREIGHTON: We asked a representative of the Austin Company to come down today but instead we have a letter. I would like to read some of it. It seems to me this is an interesting situation.



This is signed by J. N. Beckley, Vice President and Manager, International Operations, of the Austin Company:

"Here was the situation at the time we were called into the picture. Mr Tomlinson wanted to have the firm of Sherwood, Mills & Smith act as architects on this project. At the same time, he was anxious to obtain the advantages inherent in the Austin method of undivided responsibility, in which design and construction are handled under a single contract. The chief advantages to the client under this system are these:

"A much faster completion time than is ordinarily possible under the design-competitive bid route, which requires that the plans and specifications be completed before the work is started.

"Under the Austin method, engineering, purchasing, and construction are carried along concurrently. . . .

"To obtain the combined services of Sherwood, Mills & Smith and the Austin Company, Mr Tomlinson requested Mr Mills to get in touch with us and find out how we might work together without disclosing the name of the Barden Corporation. Mr Mills and I had a meeting at which we explored this and tentatively agreed that Sherwood, Mills, & Smith would continue to control the architectural design and act as architects of record in the general supervision of the work. The Austin Company, under direct contract with the Barden Corporation, would prepare the structural, mechanical, and electrical designs, working in cooperation with Sherwood, Mills & Smith, and would also act as general contractor for the construction of the work."

From this I would read that although this is not the way they would like to do a job, in this case they felt it worked well.

As to the arrangement with the Austin Company, does it seem to you as though this might be a possible relationship which might be explored in order to secure the advantages of firm price, quick operation from preliminaries, and so forth, as a possible means of meeting the client's demands?

MR MILLS: It is hard to say. I think it is a way that seems to be possible in this specific job. However, it is not the normal way of a package-deal operation. I think there are probably other ways of doing this that would be better for the architectural profession and the owner, and, some of those are being explored by people today.

The Austin Company arrangement worked a little better than I expected it to. We were able to keep control of the job all the way through.

On the other hand, it was apparent that it was not their normal way of operation, and I think that perhaps it might suffer if you continued from that basis; they were kind of chafing at the harness

Joseph W. Molitor



a little bit because of the fact that they couldn't do everything right in their own plant. This was a special case that was imposed on them.

I say "possibly" but not necessarily a recommended procedure for all types of work.

CHAIRMAN CREIGHTON: Mr Tomlinson, there is a problem here that the architect had to face from your point of view—you wanted speed, you wanted a firm price, and if it is not this system, isn't there going to be a need for some method of meeting these demands of yours?

MR TOMLINSON: I think each client is a special case, and we were a special one, and are on parade. In this job nearly two-thirds of the budget went into mechanical services. In this building, airconditioning, special plumbing, special water system, all that kind of thing, had to be engineered and to us as the owner, it was a vital part of what we had to get done.

And so we had to select and be sure that these things were covered by someone with experience in building this type of an operation. And yet we did not want to turn ourselves over to what appeared at least a catalog of plan types, and you select the one you like, and put it down on this hill.

CHAIRMAN CREIGHTON: I think at this point I am going to thank our panel members and ask for questions, and then will sum up the discussion, making a closing summary.

QUESTION: Was the contract with the Austin Company a job guarantee with fixed fee or lump sum contract not to be exceeded?

MR MILLS: Lump sum contract. A contract in dollars.

QUESTION (*George Vernon Russell, Los Angeles*): Would it have any advantage to negotiate with a good local contractor based on a lump sum fee? I refuse to believe there was any speed situation under that kind of circumstances. How do we know how much of an override the Austin Company has in there?

MR MILLS: Obviously, we don't know. We don't know how much mark-up there is in the Austin Company's price. We could have done it that way, with a negotiated lump sum fee and then do it on a time-material basis.

The thing that made that somewhat unattractive in this particular case was the fact that the owner wanted a lump sum price for this job, to take to the board of directors and get approval before proceeding on this job. It didn't, of course, have to be the Austin Company. It might have been someone else.

But the advantage here was to establish a maximum price at a very early stage, but it certainly was not the only way it could have been done.

QUESTION (*Samuel I. Cooper, Atlanta*): I would rather make a comment than ask a question. Last January, at the Octagon, the Committee on Committees had its annual meeting. After covering routine business, a definition was requested of those present as to the basic difference between the architect and the engineer—they wanted a legal definition.

In fact, it was hoped that such a definition could be put in certain state laws and utilized. The discussion was interesting and fruitless. Nobody could pin down that difference in definite words.

Now, today we have had a splendid example of what the basic difference is between the two professions, both of them deal with space—one with construction; one with function.

But here was a case where a company wanted something beyond that, namely, esthetics in terms of a piece of land, and a business consideration, but nevertheless, esthetics, appearance, status,

pleasing a neighbor—and they called in the architects to supply what they felt the engineer could not supply.

In those terms, I found it a most interesting and illuminating discussion.

QUESTION (*Joseph M. Wilkinson, Tulsa*): In reference to the Austin Company package, assuming that they established at a relatively early stage, the amount of money that would be top guarantee—I assume that probably even with fifty-five pages of specifications, still there were a number of unanswered questions, details in—just exactly how, when the architect decided there were some things he wanted to do esthetically, or possibly improve details—what was the position, as far as the company was concerned? They could have said we have set the price; we cannot have this detail.

MR TOMLINSON: We kept up a running series of meetings and compromises, and hammering sessions going on all the time among the three of us, and each time we knew we were getting into an area which we knew was going to cost more, we searched for a better solution—not to destroy what the architect was going to do, but to take advantage of some of the experience in reducing cost, that we felt the Austin people had.

CHAIRMAN CREIGHTON: Mr Mills, did you feel a sense of the Austin Company looking over your shoulder?

MR MILLS: No, not nearly as much as I expected. I think they were reasonable in interpretation of the preliminary concept. These things get complicated as you begin to detail. I would say that the driving force that kept this budget where it was, was that Mr Tomlinson said, "No more money; you've got to do it." A few compromises were made, none of them too serious. But I was really surprised that we were able to control cost as well as we did.

MR RUSSELL: How do you explain this situation as an expanded service? That is the only conflict in my mind.

CHAIRMAN CREIGHTON: I think that is a perfectly fair question. I would say it was expanded service only in the sense that it was not in the normal relationship that an architect has with his client, and it was an attempt to bring in, without losing the architect's prerogatives, a means of answering these two very obvious and very continuing demands on the part of an industrial client for firm prices at an early stage, and for fast action.

And these are services that the architect can't always perform in the normal, traditional, contractual relationship.

In the case of the Barden Company, they certainly were provided by the device by having the package dealer put in the position of being the general contractor, and in that position I should

## IV Summary by Chairman Creighton

Frankly, I am not sure what conclusions we can draw from this. We can at least conclude that this is a method of proposing—of preparing more careful preliminary plans and specifications than usual, and in securing firm prices, whether the package dealer is used, or some other device is used.

It seemed to me and others with whom we discussed this, it is something certainly to be explored in the field of industrial design, and possibly in other fields.

The other fact of life that we had sharply illustrated this afternoon, was that the architect will have to fight to justify his position as the head of the team of experts. It is not going to be granted to him just by title. I think that the Medical Plaza solution made this clear in several ways.

In the first place, the real estate firm, Mr Meltzer, and the finance man, Mr Morton, were, I feel, a little bit reluctant to admit that there were unusually expanded services on the part of Arthur Davis and his firm, even in face of the fact that we saw and had demonstrated that there were unusual services.

This certainly was not the result of any distrust of Arthur Davis or his firm; on the contrary, there was demonstrated an unusual degree of trust and confidence in the architect.

Rather, I sensed that the reluctance on the part of these two people to discuss the expanded services on the part of the architect was perhaps an innate distrust of the typical architect, the average architect, founded perhaps on previous distressing experiences.

In the second place, Mr Meltzer, as a real-estate man, exhibits characteristics quite common in any field related to ours, something of a fear the architect is going to step into his domain and take away from him some of the prerogatives and responsibilities that he has come to consider his own.

Architects do more and more to expand their services. They are going to run into this perfectly

say obviously, he was not entirely comfortable, and judging from the letter which I read from the Austin Company, that would be so.

But nevertheless, he was able to give firm early prices and to stick to them, and to proceed with the work in stages, and thus make an unusually early completion date possible.

natural and perfectly understandable reaction.

We know many disciplines in many professions have grown up as the architect has concerned himself specifically and solely for many years with the design of single individual buildings. These people from traffic analysts to interior decorators, are going to give up their own free-wheeling relationship with the client very reluctantly. And the client is not always willingly going to be moved from the quite positive conviction that he really does all the work himself, and that the architect is simply someone who makes blueprints or dimensions for a building.

What is the answer to all of this? In discussing the program of expanded services, I think it is very easy at this point to argue against it.

But it is also obvious—and it is very necessary on this point to argue on the other side—that the profession of architecture really must widen its horizon beyond the individual building design commission. One way to argue this is to point to the fact that many architects are already doing it, with great personal and professional satisfaction. We have seen two instances this afternoon. You have heard of others through the convention week. I want to show you several more examples that have recently come to my attention.

Figure one shows an apartment house in Atlanta, owned by a group of Atlanta investors. The architects, Heery & Heery, made a study of the use ability of what had been a by-passed site, and then developed a master plan for a three-stage construction program, leading to a complex with two towers and a group of town houses, with extensive landscaping and recreational areas.

Planning, engineering, street design problems were solved. Height variance and the city's approval of a new street plan were obtained.

Then came the job of getting FHA approval as a higher rental 207 project, which was obtained after a number of site development exhibits had



Robert McGinnis

Figure 1

been prepared and submitted to FHA. The result of this work beyond the normal line of duty was of course significant financial and project equity gains for the owner.

In addition to this, the Heerys, father and son, devoted Georgia architects, who are sold on the expanded services concept, handled all details of processing through FHA, and by personal contact, placed the interest and permanent construction loans, through a local source, an out-of-state bank.

In Pittsburgh, a young architect named Tasso Katselas is proudly seeing his new apartment building completed (figure two). His advice was used on selection of the site. Zoning was changed to allow a high-rise building and adjacent recreation facilities, after an intensive study by him. The economics of the building—its cost and its rental possibilities—were carefully studied in the architect's office, with the entrepreneur.

Construction systems and basic materials were analyzed for function and for cost. A lending institution was attracted and sold. Says Katselas: "Architecture becomes an adroit balancing process, rebounding from the exchange between client and the financial agency, and the tug and pull between contractor, architect, client, and monies available. The skill of the architect must master these forces, and if he perseveres, is intent, and is willing to do battle, good design through simplicity is possible."

Finally, the job that won the Institute's First Honor Award for Design this year, the Foothill Junior College near Palo Alto, in California, by Ernest J. Kump and Masten & Hurd, Architects Associated, is an outstanding example of services beyond those ordinarily rendered.

The architectural firms that are engaged in college and university work are used to including master planning and programming in their services, but in the case of Foothill, Ernie Kump went beyond even the expanded services that he has become known for rendering.

Site selection and site-use studies, as well as details of landscaping—in this case extensive—development of the program and integration of it with the educational program itself, a part in the preparation for successful culmination of a bond issue for financing, an unusual degree of integration of mechanical and structural systems with a margin of space system for the buildings, and all details of final and interior design were included in the far-seeing view these architects took of their commission.

We have heard many people during this week. Starting with Chuck Colbert's keynote, Jane Jacobs' appeal to understand better how buildings and cities can work today, and Mayor Ben West's pragmatic approach; through Bill Pereira's acute



Figure 2

definition of the entrepreneur, and talks by people in fields that architecture touches (and touches more closely the more the architects expand their services); and through brilliant illustrations of the way architects working together can improve the physical qualities of their cities; and finally today, many examples we have seen of expanded services in action, in single normal commissions—through all this, there has been an implied background note, that I now want to bring into the foreground. It is this:

All of this is very valuable, if it results in better architecture society will live and work in. Only if the quality of the results is improved, is the thesis of expanded services worth working and fighting for.

If it can result in a handsome industrial plant, like Barden's, sitting graciously in its suburban environment; if it can result in an unusually good-looking, as well as a well-functioning medical building, an ornament to its residential neighborhood, like the Medical Plaza Building, it is worth the effort. And the same thing is true in the larger commission—in the area of planning and development.

If we can better the generally miserable environment we have, it is surely worth any effort. If we are simply talking in order to flex our jealous professional muscles, to get more work and increase the size of our offices—then, I think, it is not worth the effort.

Because effort it will be. And this is my final

point. The architects in the United States have a long way to go to make the over-all quality of their present product as good as it should be.

To those of us who have the opportunity to see much of what goes on, the total view of the median quality of design is not the best possible—sometimes it is downright discouraging. It is easy to find excuses and to search for scapegoats. It is tempting to say that if the architect had more control, he would do a better job. To a large extent, that may be true. But the fact remains that what the architects design is designed by architects, and by no one else.

So the profession has two jobs, in approaching the concept of expanded services: One is to look toward an ever-increasing quality in the basic part of architecture—the design of buildings, alone and in groups. The other is a job of self-education in many fields new to many practitioners—land-use, land economics, market analyses, economic studies of many kinds, furnishings, as well as the designing of space, and so on.

As was said on the Medical Plaza panel, the leader of the team is the one who is going to be really *the leader*—the personality that leads the others because of superior knowledge and superior abilities. Let us assume that all architects have superior abilities. I know of only one way to acquire superior knowledge, however—that is to study like hell.

I think many of us have a lot of intensive homework ahead this year. ◀

THURSDAY EVENING, MAY 10TH

# The Annual Dinner

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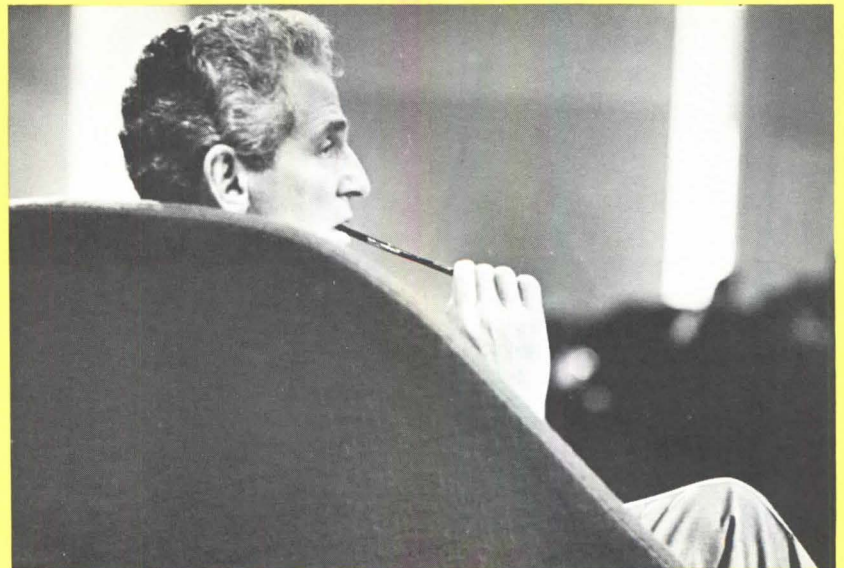
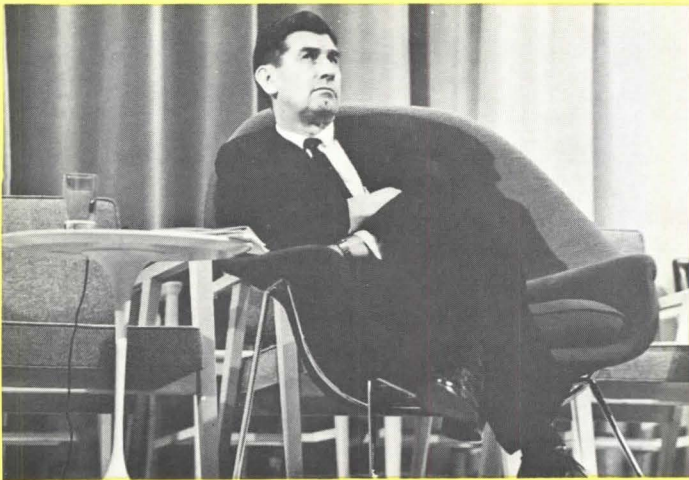
## I Posthumous Presentation of the Gold Medal to Eero Saarinen, FAIA

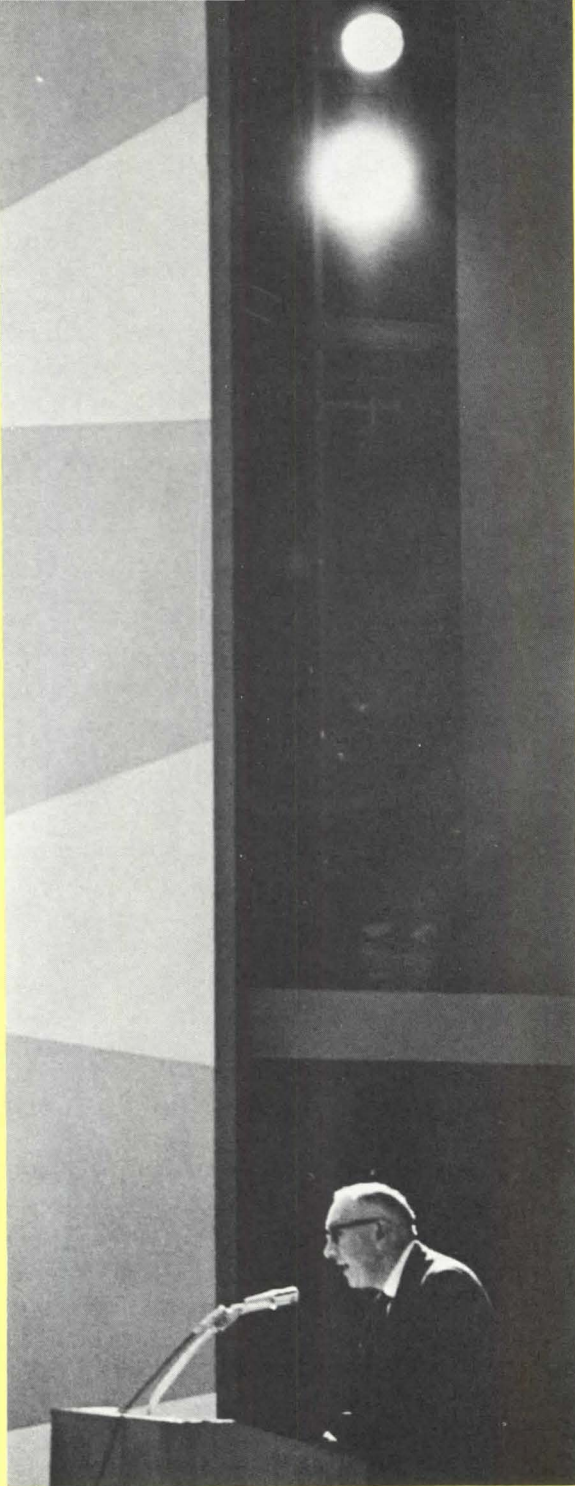
PRESIDENT WILL: This gathering is a bittersweet occasion, for Eero Saarinen, the man we honor tonight, has been taken from us in body. Yet he remains with us still through the power of his works and the immortality of his spirit.

As for others here, this occasion is particularly moving for your President, for our personal association with Eero goes back to 1939—twenty-three years ago when both of us were beginning to practice. At that time Eero was the junior partner of his great Gold Medalist father and we

were associating on our very first school—of itself a memorable experience.

Eero was then twenty-nine years old and had lived in this country but sixteen years. Yet the qualities of his greatness promised by his inheritance and his record of high honors at the Yale School of Architecture were already evident. Even as a junior on the team, he played a vigorous role in our collaboration from sketch plans to the selection of draperies—an early example of his total absorption in all aspects of design.





## Cutting Up The Birthday Cake

► There has been a “long-term glacial shift in the nature and climate of architecture,” Chairman Douglas Haskell (top of opposite page) said in opening the second program session Wednesday. To cope with the economic realities of the city, the architect must have the capacities both “to know what the deep purposes are and then to yell and fight and scratch like hell to attain them.” Said economist Karl Falk (center of opposite page), “The day of the architect waiting for the ‘patron’ to come along with a commission for him to execute may be over. . . . He has to know his way around in the field of money.” Planner Paul Opperman (immediate left) stated flatly, “Everyone knows that the architect does not in fact today shape the urban environment. Neither, I am more than willing to admit, does the planner—even the most effective among us. Most of us, most of our adult lives, have been keenly and often painfully aware that the way our cities were being built gave us no real gifts of delight.” Architect William Pereira (bottom of opposite page) suggested “a broadening of professional horizons.” Otherwise, he said, “we will all find ourselves at future conventions still trying to decide, in panel discussions like this one, why someone else is getting a bigger piece of our birthday cake than we are.” ◀

Perhaps our most significant memory of Eero is dated summer of 1942. The United States was at war and Eero had a defense housing project to do for the Willow Run Bomber Plant. He needed help; so we accepted his invitation and spent nine weeks as an employed draftsman on his boards.

Although the work then produced was not memorable, the evenings we spent together over a glass of beer were. Both of us were new in the AIA and determined to reform what seemed to such young Turks as ourselves as a weak and reactionary profession.

I wish that I could dredge from a failing memory a few suitable quotes from those intense evenings. I cannot. My point can only be that Eero did express his dreams, did become a giant among us and thereby did give us the best kind of leadership: personal example. We all share in the respect he has won for the profession and have taken new courage from his accomplishment. Because he lived as he did, none of us will ever be the same again.

Tonight, in respect and in love, you are honoring a great architect and a great man. His buildings will long stand as memorials to his creative genius and an inspiration to all who experience them. While lesser men will flatter him by imitation, those who follow and who understand true creativity will listen to what Eero Saarinen said in words as well as in design—will seek to understand and project to new accomplishment the philosophy which guided him and which may well be the important legacy which he has left to us.

Listen now to the wisdom of the man himself, spoken out of his heart to us for our profit and use, words which ruled his life, and might well shape ours:

“It is on the individual, his sensitivities and understanding, that our whole success or failure rests. He must recognize that this is a new kind of civilization in which the artist will be used in a new and different way. The neat categories of bygone days do not hold true any longer. His job requires a curious combination of intuition and crust. He must be sensitive and adaptable to trends and needs; he must be part of and understand our civilization. At the same time, he is not just a mirror; he is also a co-creator and must have the strength and urge to produce form, not compromise.

“Architecture is not just to fulfill man’s need for shelter, but also to fulfill man’s belief in the nobility of his existence on earth. Our architecture is too humble. It should be prouder, more aggressive, much richer and larger than we see it today. I would like to do my part in expanding that richness.

“I think of architecture as the total of man’s

man-made physical surroundings. The only thing I leave out is nature. You might say it is man-made nature. Now this is not exactly the dictionary definition of architecture which deals with the technique of building, but this is mine. It is the total of everything we have around us, starting from the largest city plan, includes the streets we drive on and its telephone poles and signs, down to the building and house we work and live in and does not end until we consider the chair we sit in and the ashtray we dump our pipe in. It is true the architect practices only on a narrow segment of this wide keyboard, but that is just a matter of historical accident. The total scope of the job is much wider than what he staked his claim on. So to the question, what is the scope of architecture? I would answer: It is man’s total physical surroundings, outdoors and indoors.

“Now, what is the purpose of architecture? Here, again, I would like to stake out the most ambitious claim. I think architecture is much more than its utilitarian meaning—to provide shelter for man’s activities on earth. It is certainly all of that, but I believe that it has a much more fundamental role to play for man, almost a religious one. Man is on earth for a very short time and he is not quite sure of what his purpose is. Religion gives him his primary purpose. The permanence and beauty and meaningfulness of his surroundings give him confidence and a sense of continuity . . . to the question, what is the purpose of architecture? I would answer: To shelter and enhance man’s life on earth.”

These are the words of this great man. But a man is proved not so much by the words that come from his pen, or even the noble works that come from his hand. His worth is most carefully weighed when he is called to choose between his own high standards and easy accommodation to the press of the world upon him.

To a client, happy with his design, eager to begin work, he wrote only a few months before his death:

“It would be so easy just to say, ‘Let’s go ahead with it as it is.’ But against that I have perhaps a greater conscience, because I would know in my heart that . . . it would not really be the best I can do.

“We have finally to solve *this church* so that it can become a great building. I feel I have this obligation to the congregation, and as an architect I have that obligation also to my profession and my ideals. I want to solve it so that as an architect when I face St Peter, I am able to say that out of the buildings I did during my lifetime one of the best was this church, because it has in it a real spirit that speaks forth to all Christians as a witness to their faith.”



Eero Saarinen was true to his conscience, to his great inheritance and the profession he loved. He gave his best.

And, now, with the Gold Medal, the highest honor that lies within its power to give, The American Institute of Architects affirms his achievement.

*(The Presentation of The Gold Medal of Honor to the late Eero Saarinen, FAIA, was accepted by Mrs Saarinen in these words):*

MRS ALINE SAARINEN: Thank you, Mr. Will, and thank you, all of you. Mr. Will was nice enough to say that there need be no speech, for this is a very solemn moment for Eero's mother and for me. But Eero would think it wrong if I did not share in my knowledge of him what this moment would have meant to him. And I want to tell you two small and simple things.

A number of years ago when I interviewed Eero as a reporter on the *New York Times*, I asked him: "For whom do you create?"

And he said, "In the end you create and you make decisions only according to your own in-

tegrity, but," and then he lit that pipe, and answered: "it is true, also, that I think I want the respect of the architects I respect."

This was a very important thing because to him his peers meant more than the client or the critic or the intelligentsia or anything else. And by giving him this medal, you are showing that you, his peers, did respect him.

On the train to Philadelphia last year, and talking about the Gold Medalist, LeCorbusier, we discussed how sad and shocking it was that so little opportunity had been given to Corbu to build, as compared to Eero's great and fortunate opportunities, and how little Corbusier was recognized, even in France.

And I said, "Do you suppose they will ever give it to you?"

And Eero said, "I would like that very much, and maybe if I work very hard in ten or fifteen years from now they will."

You have, and now it will go down in history, and I know he would be very happy. ◀

## II Address by President Will

### A Legacy

▶ And now, as the hours tick away, yet another convention and the 105th year of Institute history nears its close. For your President, at least, it is five minutes to midnight and Cinderella is about to lose her glass slipper. But before the coach turns again into a pumpkin and the white horses into mice, we would stand on privilege to hold the clock and risk anticlimax to say a final word.

For six long years you have honored me with your confidence: six years—cherished for me and, I hope, uncomfortable for you. Except for outstanding accomplishment in personal creative architecture, there is nothing for which I would trade an equal span of time.

The office I hold is humbling, for it is larger than life size. Like Procrustes' bed, it stretches the occupant. The tension is real and no man who lives through its stresses will ever be the same again. I am deeply grateful to you all.

When we took office we made some promises. With your understanding and collaboration we have tried to keep them. We have moved in new directions and reached for new goals.

We have defined a high mission for architecture: responsibility for the whole of our man-made environment. Although such a mission may now exceed our grasp, what lesser aspiration is worthy of a great profession? And how else will the needs of a nation be met?

We are exploring the new skills needed by architects to expand their services. If we are to maintain our status and improve our position in a competitive society, we must be able to help our clients with feasibility studies, land assembly, financing, taxes, and a host of other problems which daily become a more intimate and controlling part of the design process.

We are educating our members to the planning techniques and comprehensive judgment required to deal with large problems of urbanization and the surging flood of a mobile population.

We have spoken firmly to government and others on legislation dealing with housing, open spaces, transportation, urban affairs, cultural interchange and other public issues where a competent voice is rightfully expected of a responsible profession.



The circular arena of the Dallas Auditorium housed the largest architectural products exhibit in AIA convention history. There were one hundred sixty-seven booths in all

We have recognized that we are world citizens as well as Americans. Through travel, correspondence, international meetings and such collaborative programs as the planning of our common border with Mexico we have initiated a new degree of participation in international professional affairs.

We are actively concerned with the education, training, and ideals of the coming generation of architects who must live and work in a brave new world, the outlines of which are now but dimly seen.

Such have we done. Or rather such are we doing; for our programs are but beginnings—expressions of hope and of faith—expressions of our belief that, though our number be small, architecture is a vital profession and that with competence, vision, and daring the architects of America can one day reshape their homeland.

So much for what is past. However we may wish to change it, the record stands and cannot be altered. Let it speak for itself.

Tonight, as always, our concern is for the future. What I would wish to leave with you is a legacy—not of deeds, or facts already dusty, but of ideas and attitudes whose acceptance may be the precondition necessary for the future effectiveness and prosperity of our profession.

While it is beyond our power to forecast the future, we can read history. We do know that a civilization, a society or a professional segment of society survives as it responds to the challenges of its changing times. Our profession is not exempt from the laws of historical challenge and response.

We, too, must recognize the need for adaptation and change, not merely in the way we design buildings but in our relation to society, to one another, and even in the way we understand and define our own profession.

Both fear and self-satisfaction lock men's minds against fresh ideas; for, however false, in acceptance of the status quo there is seeming comfort and deceptive security. But the mere defense of a fixed position is negative and static. It is the last act before retreat and not the position of strength from which to advance. One cannot glide into the future without leaving the comfortable clichés and familiar axioms of the past.

Our great architects, including the Gold Medalist we have honored tonight, are men of daring. By anticipation of need and expression beyond the grasp of ordinary men they escape the prison of their time. To them architecture is a great adventure—a world of discovery.

And so I would have it for us all: a world of discovery not only in physical form but in philosophical truth, in concepts of the architectural profession.

The legacy I would leave my profession is a challenge to be daring, to question, to accept indicated change, to step into a new world, in short: to adventure.

Brave words! What do they mean?

Let me illustrate with my first bequest, which is left to "whom it may concern." (And may the "whom" be many!)

It is a challenge to the very concept of what an architect is—or should be.

It begins with a question.

Is our concept of the architect a century-old relic?

With minor accretions basic education in architecture is a visual art and the practitioner's performance is still measured by his colleagues (if not by the public) almost exclusively by the appearance of his building. This is true in spite of the fact that human beings have (in addition to sight) at least four other senses, and, in spite of the fact that the modern architect cannot escape responsibilities for all the physical facets of environment regardless of the scale of his project. He is charged with mastery of environment with a vast new array of technology, arts, and sciences unknown before the twentieth century.

Are not the skill requirements of architecture so changed in degree that they must now be regarded as changed in kind? Is not the modern architect a new kind of man the demands upon whom would amaze Benjamin Latrobe, H. H. Richardson, or even William Le Baron Jenney? In fact, just what is a modern architect if so comprehensively gifted a person exists at all?

I suspect that there are many kinds of architects and many kinds of truly architectural skills which are not recognized, are not so labeled but should be. I suspect that we have stretched our nineteenth century concept beyond its elastic limit.

A thoughtful biologist, Sir Julian Huxley, has said, "Human beings are not born equal in gifts and potentials. Free and unequal should be our motto, and diversity of excellence, not normalcy or adjustment, should be the aim of education." To this, Amen. Cannot we glory in "diversity of excellence" and broaden the title architect to encompass a wide spectrum of important, necessary and creative skills? Like it or not, I believe that the standard mould, in which architects are cast, is already about to be shattered; and the sooner we anticipate it the sooner will new strengths emerge and the sooner will architecture build upon them.

Is the creative manipulation of structural form an architectural skill? What is Nervi? Engineer or architect? What is the creative manipulation of light? What of the creation of environmental comfort through temperature, humidity, the movement of air, and the esthetic control of sound? Are such to be isolated or are they not the very core of architecture as integral to the satisfaction of physical and psychological human needs as space and form?

The curricula of all but a small handful of schools of architecture are designed to produce but one kind of practitioner: the conceptual architectural designer. The drop-out rate is an educational scandal. The number that finally graduate is pitifully small and the net percentage actually possessing the trained visual sensitivity to genuinely qualify as architectural designers is an indictment of both the system and its objectives. The cast-off residue of frustrated skills and shattered hopes is a hideous waste of needed human talent.

Is this a reason for pride—for smug satisfaction? Or, does it suggest that we have lost touch with our times, with the developing nature of architecture and the kinds of men needed for its realization?

And there you have our first bequest: A question. A void. A suggestion that the obvious can be challenged, that time imposes new conditions and that visible answers cannot lag far behind the need for change.

My second bequest is also a question.

Is the concept that all architects are, or should be, general practitioners as obsolete in architecture as it is in other professions? Engineering? Law? Medicine?

If we can recognize that there exists a rich diversity in skills, cannot we also accept a diversity of interest nurtured by the accelerating growth of

vast complexes of knowledge? We are no longer the simple civilization of our pioneer forefathers. Yesterday's standard of mature performance equals that of today's novice. The Renaissance man, a modern Leonardo can scarcely exist today. Such is the explosive growth in technology by all standards of performance that professional amateurism can no longer be tolerated by a demanding public. Failure by the architectural profession to recognize this new need for performance in depth has left a vacuum into which has poured a horde of consultants and specialized non-professional building enterprises.

We suffer in consequence. Yet lamentation and cries of "foul" solve nothing. On the contrary, such attitudes serve only to convince the public that architects are like ornamental antiques—pleasant to have available and useful to those who enjoy and can afford such precious bric-a-brac.

Yesterday's axiom is today's nonsense. Can we longer clutch to our hearts the specious notion that all architects are born jacks-of-all-trades and that to claim otherwise is blasphemy, heresy or worse? If this be treason, make the most of it. I am no longer a candidate for office.

And now we come to the third and final bequest.

So far we have left little but space, the kind of space we find in our mental attic after clearing an accumulation of outmoded notions and curious irrationalities. What ultimately takes its place in the attic will have been placed there by those who will lead tomorrow. What we would leave now is space for the future—a large space for imagination, exploration, and adventure.

It is always an entertaining intellectual exercise to project the future and in public utterances so doing has a great advantage: Few can prove you are wrong.

Simply to meet conditions that can exist, however, is bad planning (if it can be called planning at all). So anyone, particularly an architect, who bears a decision-making responsibility must attempt to peer as far over the horizon as the curvature of observed trends and his clouded vision will permit.

What might be the future social and economic context of the day after tomorrow, a context in which we who design and build will somehow practice our skills?

The questions, of course, are too big to answer. But there may be a few visible probabilities of sufficient significance to challenge the imagination.

Today the world is in a race *between its growing power to master science and its apparently weakening power to control its own destiny*. We may now be well along the final countdown to

the ultimate Armageddon. Forces may already be in motion beyond the ability of man to recall. Yet all arms races have not ended in conflict; and this time we live in a balance of terror so absolute as to have no parallel in history. This time there is no conceivable profit in war; and such is man's instinctive urge for survival that we may yet escape our own stupidities.

For our purposes tonight, let us assume that not only will we avoid suicide but that reason may prevail. Should the pace of the armaments race then decrease even slightly, the amount of physical resources and human brain-power released would be staggering. Does it challenge your imagination to conceive of the constructive uses to which this energy could be put?

And release from the wasteful consumption of energy for war is only one side of the coin—the negative side. There is also a positive side. Science and engineering are at work to develop the means to multiply productivity to such a degree as to constitute a profound difference of kind. Success is already evident and the nature of the implicit changes is such as to constitute a new social and economic order at least equal to that of the industrial revolution. It is described in a small pamphlet recently published by the Center for the study of Democratic Institutions and titled "Cybernation: The Silent Conquest."

As you might guess, the word cybernation is coined. As defined it covers the combination of automation, which is made up of devices that automatically perform sensing and motor tasks, with computers, which are composed of devices that perform very rapidly routine or complex logical and decision-making tasks. Automation and computers each replace human labor. Inter-related, they promise to replace people in large numbers. Nor is the threat of unemployment limited to the blue-collar class. Cybernation has the potential of improving on human capabilities deep into the service trades and even into the middle management class. Fantastic as it may sound, we are literally facing an age when, in the Western world, at least, the problem will be to consume rather than produce. According to the author of the study we may be within twenty years of a time when whole classes of people will be without usable skills and our politico-economic system will be tested as never before.

We are not here tonight to list, let alone discuss, all the possible consequences to our complex and delicately balanced civilization. We cannot even evaluate the validity of so disturbing a prophecy. We must, however, recognize that even the limited realization of a cybernated world will have a profound effect on the life of man. With vast amounts of physical and intellectual energy

released from the pursuit of war and multiplied by science, what will we do? To what purposes will this energy be directed?

Obviously we believe that the resources of the earth's surface, the new technology, the muscle of man and the mind of man will be devoted, in part at least, to a better life through a better physical environment. Even after the hungers of the world's destitute have been met, the residue of energy could well be beyond comprehension.

What could we not build?

What will impose limits to accomplishment?

Any answers we could give would pre-suppose the ability of man to adjust to abundance—economically, socially, and politically. Such an assumption would scarcely be supported by the millions who are even now the unemployed victims of an as yet crude technology, the full impact of which has been obscured by a voracious armaments industry. The very existence of such an army of wasted manpower speaks of the failure of contemporary economic philosophy and is but a token of the reservoir of human energy yet to be filled by the labor-saving cybernation of which we speak. For the first time in our history, job creation through capital investment in plant and equipment will have reverse English. It will reduce and not increase the need for human muscles and brain.

Does this suggest to you something of a new kind of world into which we are moving with uncontrolled acceleration?

Does this suggest to you that the limits imposed upon the building of this new world are not those of machines, materials, or manpower?

Does it suggest to you that the real limits are human wisdom and imagination?

Does it suggest to you that the challenge of the future, beyond all past imagining, may be to the artist, the philosopher and the new order of architect?

It does to me.

It suggests that the time is upon us when the inhibitions of the conventional are a hindrance, when a new order of vision is a practical necessity, when dreams become the stuff of which reality is made.

This we would leave you as our final legacy: a dream.

Nor is this dream just for the architects; for it is shared by all mankind, and has been since dreams began.

But it will need architects to make it come true.

And now, the hour is late and this meeting is adjourned.

Goodnight.

And, dream of tomorrow! ◀

# Business Session

## I Report of the Committee on Structure

*Linn Smith, FAIA, Chairman*

► The Board Committee on Structure was appointed by President Will following last year's convention as a result of the passage of a resolution proposed by the Northern California Chapter. This resolution was introduced and passed in the belief that the structure of the Institute should receive continuing attention, and that, as the resolution stated, "The structure of the Institute must be such as to be ever-sensitive to the needs of its each and every member and his chapter . . . and that the leadership of the Institute must come in the future, as now, from its most informed and dedicated members. . . ."

The committee is composed of Malcolm Reynolds, FAIA, Morris Ketchum, Jr, FAIA, President Will as a Corresponding Member, Executive Director Scheick as Staff Executive, and myself as Chairman.

This is a report of progress to date. The convention directive established the Committee for a two-year term, and required that this report be given at this convention. In this first year, the Committee has held two full-day meetings and has engaged in considerable correspondence. A portion of one of the meetings was devoted to a discussion with the Committee on

Structure of the Institute of the Northern California Chapter.

The excellent and thoughtful proposal developed by that group was reviewed in detail and actually forms the basis of a number of the directions taken by our Committee.

This Committee has come to feel very strongly that the structure of the Institute, in terms of organizational structure, components and membership will be a major factor in the continued growth and effectiveness of the Institute and the profession. Consequently, we have developed four basic objectives which are summarized as follows:

1 The development of a structure which will contribute to raising the professional competence and status of the profession.

2 The defining of the function, scope, and necessity for each of the components—national, regional, state, chapter or individual in the Institute structure, present and future.

3 The establishing of relationships between all components—national, regional, state, chapter, individual, affiliated organizations, committees, College of Fellows, etc, which will ensure an effectively functioning organization with active participation by the membership.

4 The developing of lines and methods of communication which

will enhance the understanding of and the achievement of the objectives of the Institute.

In this first year's deliberations, the Committee has reached a number of conclusions and has made a number of recommendations:

1 We believe that the regional organization of the Institute together with the complementing Board and Executive Committee structure, as established last year, is effective and should be given adequate time to shake out—perhaps as long as five years. Consequently, no changes will be recommended in this area.

2 The Committee on the Profession has recommended a broader membership base for the Institute looking ultimately to a membership composed of all registered architects in the country. This Committee agrees with this philosophy and is developing such a membership structure, which will probably "invite" all newly-registered architects to provisional membership. This membership philosophy brings to the Institute, for the first time, a concern with "competency" as a disciplinary matter. It is upon the recommendation of this Committee that the study of revised mandatory standards contains such a standard.

3 This convention was estab-

# Tales of Three Cities

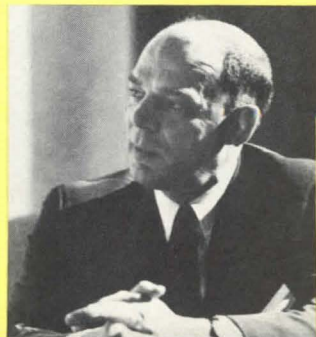
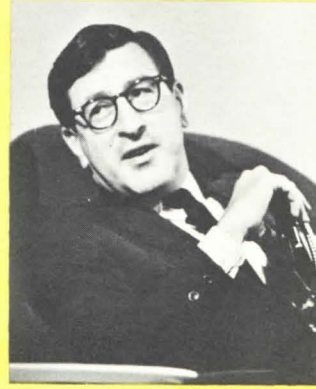
► On Thursday morning, the lights were turned off in the theater and the convention moved from the general to the specific. Under Chairman Emerson Goble (right), three architects showed how voluntary effort had changed the face of their communities. The participants were Gordon Wittenberg (left) of the Little Rock Chapter; Benjamin McMurry, Jr (center) of the East Tennessee Chapter, who discussed development of Knoxville's Market Square Mall; and Donald Lutes (below) of Southwest Oregon Chapter, who spoke on the transformation of central Eugene. ◀





## Two Applications of Expanded Services

► Thursday afternoon's discussion, led by Thomas Creighton, (above) narrowed the focus still further to two individual buildings on which expanded services had been brought to bear. The Medical Plaza in New Orleans was analyzed by architect Arthur Davis (top right), lender Claude Morton, Jr (second right), and realtor Lane Meltzer (below). The Barden Corp plant was discussed by architect Willis Mills (third right) and J. R. Tomlinson, its president. ◀



lished when the Institute was small and was held in the Octagon during early Institute history. This Committee believes that the Institute has grown, and will grow, to the point that the convention is no longer a satisfactory vehicle for thoughtful debate and decision for many problems. Consequently, this problem is under study. The meeting of Chapter Presidents, held Monday afternoon, was a part of this study.

4 The state organizations are a neglected step-child at the present time, and ways must be found to strengthen them, to create them where they do not now exist and to make them fit properly into the structure of the Institute. Following a recommendation of the Committee, the Board is urging the formation of a statewide organization in all states which do not now have them.

5 This Committee believes very strongly that a "Professional Affiliate" category of membership is essential for the well-being of the Institute and the profession. A proposal for such a category on an

optional chapter basis is before this convention.

6 The Committee felt considerable concern over the possible lack of continuity resulting from the limiting of terms of officers enacted by the 1961 convention. As a result, the proposal that the First Vice-President be elected "President-Designate" is before this convention.

7 The Committee was greatly impressed with the "portfolio" concept of the Northern California structure proposal which created a close tie between the Board and the Committee. Study of this concept led to the Committee recommendation to the Executive Committee that close committee-Board liaison be established. This has been accomplished by the appointment by the President of a Board member to each committee as a corresponding member, with instructions to actually attend committee meetings when necessary.

8 In an effort to improve the staggering communications problem within the Institute, the Committee recommended that the offi-

cers of all components be required to take office on January first of each year. The Board is currently again urging this action on the part of all components, with encouraging success.

9 Expressing a deep concern that the Institute continue to have officers of the high caliber we have had over the past years, the Committee has recommended consideration of revised nominating procedures which would seek out outstanding candidates.

This proposal was adopted in part under existing procedures through a charge to the Nominating Committee and is continuing to receive further study.

It is the intent of the Committee on Structure to continue its assignment based upon the groundwork done in the past year. We will make recommendations to the Board of Directors from time to time during the next year and will come before the 1963 Convention with a comprehensive plan for an Institute structure which will make us a strong, effective, and sound organization. ◀

## II Bylaw Amendments

### First Session (Wednesday)

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

(Note: For fuller detail, members are referred to the Official Notice, dated March 26, 1962, which was sent to all members. Bylaw changes will generally be referred to below only by number and title, with the Resolution, followed by the action of the convention.)

#### I Authorization to Establish Affiliated Organizations

*Resolved*, that the following additions to the Bylaws of the Institute relating to the Establishment of a New Class of Affiliated Organizations, be and hereby are approved.

WILLIAM W. ESHBACH (Philadelphia Chapter): I would like to speak on behalf of this resolution,

and in so doing, provide some information for this convention to consider.

The Board appointed two committees to study this general subject—the Board Committee studied councils as an over-all subject; the Industrial Council Committee studied a particular type of council.

Our Board Committee was composed of general practitioners, and in the course of the study reflected all the concerns and the general considerations there are. It took some time to see the potential of such councils while our reservations were being overcome. We talked to people outside, to other professionals and specialists.

As a result of twelve months of intensive study and heavy debate, a report was finally submitted to

the Board. We felt that the Board should have available to it the device for creating councils if and when an adequate segment of the organization felt it was needed.

To set up a council, a group would have to provide results of a survey to clearly demonstrate such need to the Board. The Board does not intend to promote or initiate such a council. We simply wanted to have the tool available.

A few key principles were set forth in a fairly elaborate document to the Board, and I will touch on a few points, so you will have a better understanding of what is involved.

We have said all records of a council shall be available at all times to the Institute. This shall include minutes of all meetings of its board, or any of its committees, and



all financial records, including copies of the annual audit of its funds.

Each council shall raise the funds necessary for conducting its programs from among its own members and shall have complete control in respect to the expenditures of same.

The facilities of the Institute shall be made available to each council, the cost of same reimbursed to the Institute. This would include office space, staff time, legal advice, and public relations of the council which might be utilized by such a council.

All documents—this is important to us—all documents issued by a council as a result of a study by such a council would be made available to the Institute, so that the Institute in turn could distribute this to all members of the AIA.

We feel this is one of the key points. If a council group can do a detailed study in great depth, for a building type or a particular subject, that this information comes back to the total membership; not just the particular people working on it through the council.

Also, any public relations activity, advertising and so forth, shall promote common professional interests of the Institute and of the council, and shall not promote or advertise the interests or status of any individual.

In terms of the relationship to the AIA—the AIA is to issue a charter setting forth the disciplines within which a specialty council may operate. The AIA shall have the privilege of withdrawing such a charter.

The AIA shall have the right to approve or reject bylaws and amendments to such bylaws which shall govern the operation of such a council.

A member of the AIA Board is to serve as a non-voting member of the council's board of directors, and he shall serve as a liaison officer between the two boards.

The Standards of Professional Practice, as established by the AIA, shall apply to all corporate and associate members of the Council, and shall also apply to affiliate members insofar as the Standards could apply.

If the council shall terminate its operation, then all property of the council shall be transferred and conveyed to the AIA. Only the AIA may determine the acceptability of a successor organization or the desirability of continuing the council.

Then we set forth several ideas

on types of membership that might be considered in relation to the council. We didn't pin this down in detail; that would vary from council to council. If a building type council, it may be one type membership structure; if it is a subject which covers specifications, it is a different membership structure.

So we simply drafted some tentative thoughts for the Board's consideration with the understanding that these could be modified in each case.

GEORGE VERNON RUSSELL, FAIA (Southern California Chapter): The last couple of years, I think, will go down in AIA history as the years of the great blizzard. We have been snowed in by special membership, defeated on several occasions, and now we are snowed in by affiliated special councils.

I suppose by some hook or crook the committee set up to establish this sort of thing, might possibly be accepted for the Council of Industrial Architecture. I have been connected with \$200,000,000 worth of this stuff which may be reminiscent of architecture.

I believe that this is absolute nonsense—going into these specialized slots. I have been engaged in education and in two universities for quite a number of years. We do not educate our young men for the slot of specialization, but we hope to educate them in the processes of thinking in architecture.

I believe that a man who can design a house well can do a factory well. I resent the possibility of having to join a half-a-dozen affiliated organizations to survive in my practice.

On the one hand, we come out with brave new goals for architects; on the other hand, we are endorsing very, very narrow specialization. I am against this sort of thing.

ADOLPH R. SCRIMENTI (New Jersey Chapter): The New Jersey Chapter is of the opinion that our profession would not be simplifying our problem. Under the second report of the report on professional practice, we have been told that we should broaden our scope, compete with package dealers.

Now, on the other hand, we are being told to specialize and join councils. It appears to us that we are not being consistent. Each chapter should have the opportunity to express its opinion to the Board. The New Jersey Chapter is definitely opposed to the resolution.

EDWARD H. FICKETT (Southern California Chapter): In caucus yes-

terday, most of the members from California were definitely confused by two issues—that of the council, and that of the affiliate. If these intelligent professionals can be confused, I wonder what outsiders, who would be coming forth into the halls of the AIA, would be.

The Southern California Chapter is unanimously opposed to this proposal.

PRESIDENT WILL: By now I should have learned better than to cross invectives with my friend George Russell, and I can understand how Southern California would be disturbed by blizzards. But our feeling is that we are in changing times where knowledge in depth of specialized fields does become necessary. We don't argue that any well-qualified architect cannot design any building type. But in some cases it does take longer, and we do find that there are non-professional groups who are in competition with architects who have no objection to specialization whatever, and have a very persuasive story to tell.

It is groups such as this that we are losing our practice to. It is one means whereby the profession can defend itself, by improving its competence—and this is the purpose of this proposal, so that those members who wish to, in a particular field, may improve their competence and their status in the eyes of the clients who retain our services.

One thing that does concern us deeply, is the splintering of the profession, and rest assured that councils of one kind or another will be formed, whatever action this convention may take. They will be formed outside the aegis of the AIA, and totally outside of our control.

It is our devout wish that when these organizations are formed, they will be controlled by the Institute in accordance with our objectives and our ideals, and will be part of our structure.

There are outside groups that exist now in some cases—it may be healthy, and in other cases, it may be questionable.

The CSI is really a council formed outside the Institute. Happily most of the controlling members are also AIA members. We are, of course, on friendly terms with the *Church Guild*, which in effect is a council. We have many members who are vitally interested in the industrial field, and suffering deeply from the inroads of the

package dealer. We can't stop them from forming an organization, if they wish. We hope it can be done under our direction.

This is our basic concern. We are not trying to transform our membership into specialists. We would like to bring to bear on the problems of specialization all the resources of our membership, and those of the consultants and others with whom we may be working.

CABELL GWATHMEY (Northern California Chapter): In our discussion of this matter before our delegates came to this convention, we were a little at a loss to understand why, perhaps, the same objectives which are obvious in this resolution, could not be achieved through our normal committee structure, perhaps very much augmented and strengthened.

This is a matter which we do not quite understand, and I would welcome some explanation why this objective could not be achieved through normal committee work, strengthening and utilizing such consultations and liaison with allied groups as might be appropriate.

MR ESHBACH: Our feeling is that in a council type of structure such as we are talking about, we want to bring the architects in contact with people outside the architectural profession, people who work in direct contact with us.

For example, in an industrial setup, there is the industrial realtor, who then could become some form of a member of this council, and be working directly with the profession in these studies, whereas our committees are limited to the AIA membership. They are somewhat limited in budget potential, and primarily in the limitation of setting up their own public relations programs. They can't go out and really push for a specialized public relations program against the package dealer.

For example, we thought the council through its broad base membership could, through its own separate dues system, evolve its own public relations program on that type of problem.

SECRETARY CARROLL: I would like to partially answer Mr Gwathmey's question, because I think it is one that involves money. I suspect in this group sitting in this hall, there are very few people whose corporate practice will involve the design of planetariums for the rest of their lives.

But it would seem to me that if a half-dozen or ten dozen wished

to do nothing but design planetariums, and have all the planetarium experts come to speak with them and talk with them and join them in seminars, this would be permitted to them. But I think the strong impression is that this would cost a great deal of money. It would seem to me in this hypothetical case that it would be unfair for us to raise our dues or supplemental dues, to support that small group and their interest in planetariums.

On the other hand, if each of them wishes to pay dues of a thousand dollars a year on their own, and having collected all this information on planetariums distributed at no cost to you and me, who are non-members of that council, I should think this would make very good sense, and I think a lot of this hinges on the amount of money we are able or willing to spend.

MR RUSSELL: I ask one simple question: How do specialists come about? How do they germinate? They usually come about because the first job they do is a job of distinction. Unfortunately, distinction is not usually present in the fiftieth job that the specialist does. A specialist is a guy who might avoid the small mistakes and perpetuate the big ones.

It has been said that this will give us control. How can it give us control when we don't even have a real control over the laggards in our own ranks? It has been said this combats the package dealer. The package dealer is competitive. I have come up against him myself. In some cases I have lost, in most cases I have won.

How are we going to control a special group? I feel that personal research is the answer, if you are really seeking a successful design and implementation of that design. I don't need any help that will cost the Institute money. This is my own responsibility.

GIORGIO CAVAGLIERI (New York Chapter): I would like to mention one thing to Mr Carroll. If money is required to study planetariums, the so-called experts in the council would provide it, namely, the contractors and engineers, and I doubt very much taxation without representation would leave the control to the AIA.

I also wish to point out that any list of specialists will be greatly damaging to architecture in itself. I would like to remind the gentlemen on the dais that the man we are honoring tomorrow night, Eero Saarinen, would not have designed

## New Fellows 1962



CECIL ABRAHAM ALEXANDER  
Atlanta, Georgia  
Public Service



S. ROBERT ANSHEN  
San Francisco, California  
Design



WILLIAM GLENN BALCH  
La Canada, California  
Service to the Institute



THEODORE C. BERNARDI  
Sausalito, California  
Design

the Dulles Airport, if a list of airport experts had been prepared.

I would like to point out one of the most significant buildings, the laboratory in Philadelphia, by Louis Kahn, would not have been commissioned, if a list of experts in laboratories would have been prepared.

And I would like to add this: A good friend of mine from Skidmore, Owings & Merrill, would not have had a hotel to build when he designed the Cincinnati Terrace Plaza, if a list of experts had been prepared by a council.

MR WILL: One point, I think, should be made, that in proposing these councils, these are not really for the benefit of some of the large and well-established firms such as have just been mentioned. What we are really concerned about is the smaller and the younger firm that needs help to get that first job that Mr Russell is talking about. If we can help him and prepare him, his chances of getting that job and doing it are thereby increased.

We would hope that all of us would share the personal research which has been mentioned. That is one of the benefits of organizing the architects of the United States in fellowship, so that we will interchange our knowledge and our personal research for the benefit, particularly, of those who are in the early years of their practice.

C. W. HEERY (Georgia Chapter): When I left Atlanta about a week ago for a vacation, I was in Houston, and heard that a small, young, general practitioner is a chairman of a small committee of the AIA that is trying to do something to overcome some of our problems. And when I arrived at the convention in Dallas, I found I was the highly trained specialist leading a large organization, a tremendous architectural firm, that I was going to do everything possible to frighten and tear down the AIA.

The first part is true—I am a very small practitioner with a general practice, and whether or not I am trying to tear down the AIA, remains to be seen. I hope I am not.

Our committee has worked very hard on this matter of councils in general, as well as industrial councils, since the convention last year in Philadelphia. I think that the document you have all received explaining this resolution is at best a little incomplete and misleading, and I would like to apologize for its not being clearer than it is.

First of all, let me say that in our minds, we are not talking about specialization in architecture, and I think the thought of specialization is mainly put forward in this summary of our report, and our report itself does not indicate or does not recommend that these councils be set up in such a manner that the specialists are promoted to the exclusion of the general practitioner.

As a small general practitioner, I have a great deal of faith in the small general practitioner and his role in the profession.

I think that we are all overlooking the two most important points here, and that is that the councils are basically conceived as a vehicle for fund-raising, a funding vehicle. Their activities, their means of raising funds and the method of organization is visualized by our committee, and set out in our report, includes a recommended set of by-laws in order to fund a public relations program.

We have within our profession various areas of practice, and this doesn't say that one firm limits itself to an area of practice. I know very few firms that do limit themselves, and I have no intention of limiting my practice to one area.

But there are problems that exist in the school field that don't exist in the industrial field, and there are problems that exist in the industrial field that don't exist in the school field. And there are problems and images that the client has of an architect that are completely different from the image held by the client in other fields.

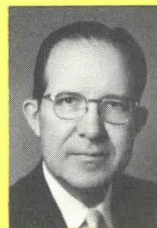
The council as we recommend it simply sets up an administrative method whereby a group of architects who work in a given field, and see the need for a more progressive public relations program in that field, or the need for overcoming certain problems—they may be problems in the State House, problems in public relations, perhaps a problem of the architect working in that field—can set up a method so that a group of architects can conduct such programs as they see fit, and such programs as they are willing to fund.

Now, as President Will pointed out, it is fairly obvious that we are going to have these councils—we already have the Church Guild, we already have the Hospital Guild, we already have the Industrial Building Council, and we in the industrial field are concerned about this industrial building group.

## New Fellows 1962



ROMOLO BOTTELLI, JR  
Maplewood, New Jersey  
Service to the Institute



EDWIN WINFORD CARROLL  
El Paso, Texas  
Service to the Institute  
and Public Service



WILLIAM WAYNE CAUDILL  
Houston, Texas  
Design and  
Education



ALEXANDER SMITH COCHRAN  
Baltimore, Maryland  
Design and  
Service to the Institute

# New Fellows 1962

Now, if we are going to have these councils, it would appear to me to make good sense for the Institute to be able to make or to control them through the method of a charter. Actually, the Institute bylaws as they now exist give to the Board of Directors the right to form an affiliation with such an organization as a council, without any action from the convention. However, it is the Board's feeling that they would exert more control over these groups if they had the right to issue a revocable charter, and actually, I think there is a great deal of misunderstanding about the matter on the floor, because actually, that is the only thing that is really contained in this motion—the granting of the authority to the board to issue such charters when they see fit.

I am not a Board member. To my knowledge, the Board has not passed or given final approval to any proposed council's formation. They will, if granted the authority, issue charters, and they will be able then to carefully review and reject when the council is not needed, or reject when they feel the bylaws are not properly set up in the best interests of the profession.

They will be able to reject any group that comes to them, and will in that way then be able to control the public relations efforts so that they will be made on behalf of the entire profession.

WILLIAM STEPHEN ALLEN, FAIA (Northern California Chapter): One of the members of the administration in support of this measure has said that it would give architects status in these particular fields. At this point it is my understanding that I have status as an architect, and as a member of The American Institute of Architects.

As a general practitioner, it is now my understanding if this thing goes through, that in order to have status, I will have to be a member of six or nine different councils. I vote no.

FREDERICK J. WOODBRIDGE, FAIA (New York City): I think that this matter has become extremely confused. It is still not clear to a great many of us in spite of all the explanations what the real purpose of these councils is. The various purposes for which they are proposed seem to be completely contradictory.

I agree entirely with the gentleman from California. I think if, as the President says, this is to be a source of help and information for

architects who are embarking in special fields, that it is the business of the Institute and it is not the business of some other organization, even if the Institute gives it its blessings.

The New York Chapter, as you know, has passed a resolution opposing this.

I think another thing that should be considered very seriously is the effect that this is likely to have on prospective members of the Institute in connection with our campaign to expand our membership, particularly with the younger men. They are going to ask "What do I get as a result of joining The American Institute of Architects?"—and we have the best answers that have been devised so far.

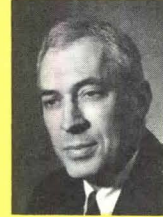
But if we say, "In order to get information in any particular field, you are going to have to join something besides the AIA," are we going to get them?

ROBERT HASTINGS, FAIA (Detroit Chapter): I would like to speak in favor of this resolution. This is a matter which the Michigan delegation has studied at great length.

I had the opportunity of being related in some way to this study during this past year. I am afraid that the story has been poorly told to the membership, for one reason or another. This is an awfully important thing to the profession, and I would hope before this convention is over, some sane and intelligent action would be taken which would permit us to move out ahead in a way that is best for the profession.

I might say just two things that have impressed the Michigan delegation, and myself. One, the aspect of education which has been referred to, we feel, is extremely important, and I am primarily referring at this moment to this area of industrial councils—although I understand it could be equally true in other areas. Those of you who have had the opportunity of working in the industrial architecture field, I believe, are aware not only of the encroachments, but of a great deal of lack of understanding on the part of our potential clients, and ourselves. This is a field that we are not as well known in as the school field, the church field, and this is a field which, it seems to me, is one that we as architects should give more leadership to.

There is a great need for the architect in the industrial field, and in order to tell our story to the people who are the decision makers in



CHARLES R. COLBERT  
New York, New York  
Design



NATHANIEL C. CURTIS, JR.  
New Orleans, Louisiana  
Design



PAUL WOODHULL DRAKE  
Summit, New Jersey  
Service to the Institute



FREDERICK W. DUNN  
St. Louis, Missouri  
Design

the industrial area, we have got to find some vehicle, whatever it may be, to tell the story dramatically to the hard-boiled business man who is proposing to build a large or small industrial facility, in ways that you and I would like, because he doesn't know our story, and our competition is telling their story very effectively.

If you read *US News, Time*, and so forth, I can refer you to a series of advertisements by the company called Cunningham-Link, that very openly say to the potential industrial client, "Why spend your time and effort with three or four people, or three or four professionals, the architect, the engineer, the land surveyor, or the consultant, in doing your building design job? Why not come to me?"

This matter of expanded services that the board has developed for us, will permit us to go to such clients and say, "We as professionals acting as your agents, with no other axe to grind, can serve you as this single professional agent, to help solve your environmental design problems."

How can we tell this story? The present Institute structure is such that we do not have the means to tell it, and to put on a public relations program that is effective, as far as these particular clients are concerned.

If the group has the desire and has the means, and has the determination to help tell the architect's story—not just the story of a limited few people—but the architect's story to the public, it would seem to me that we should create some vehicle to make this possible.

The council as a vehicle has been suggested by your Board of Directors in the absence of a more adequate vehicle. It would seem to me that we should support this resolution.

**MR HEERY:** If I may, I would like to answer several of these questions. The question: "Would I be a second-class citizen?" has been raised frequently, and it certainly is a good question.

I can only speak for the AIA industrial council as proposed. We have not finally determined what would be the best method, if any, of classifying memberships. Under any circumstances, there would be a very simple method by which any practicing firm may become a member of the council. Whether or not it would then be desirable to recognize competency or degree of experience, is a debatable point, but

the whole point here is that the AIA Board of Directors is going to have the final say-so.

Secondly, will the package dealer be a member? Of course, as far as the industrial council is concerned, I wouldn't think so. Membership in the industrial council would be limited to practicing architectural firms, one hundred per cent of whose architect principals are corporate members of the AIA.

We would then hope to have affiliate members who would be also professional people, but we specifically exclude anyone in the general contracting, material manufacture, or supplier fields. We would hope very much that we could gain a great deal of knowledge and information from people who do work in this field, are professionals in their own right, and help architects in the area of expanded services.

Thirdly, the gentleman from New York, I believe, questioned whether or not after a young man joins the Institute, if he then in turn would have to join something else to get the information.

Both in the area of specialized information and in the area of public relations, all these activities would be conducted on behalf of the entire profession, as we visualize it in our report. And if the AIA Board of Directors has control over chartering organizations, I am sure they will insist on that.

I think the most critical question asked is: What is the real purpose? Our feeling is that the basic underlying purpose for the council is to fund an expanded and progressive public relations program on behalf of the entire architectural profession.

It has been the position of the Institute that a nationwide paid public relations program, which utilizes mass media of the magazines and newspapers is simply not economically feasible. There is certainly nothing in such a program contrary to the ethical standards of the profession. It costs money to reach the public, and the cost is prohibitive.

However, our committee has done a great deal of research this past year, into public relations, and the advertising fields, and we have found this: For each major area of architectural practice, schools, medical facilities, churches, industrial facilities, commercial buildings, and so on, there is a well-defined audience covered by trade journals and other specialized media. And the clients and potential

## New Fellows 1962



**CARL FEISS**  
Washington, D C  
Service to the Institute



**CLINTON GAMBLE**  
Fort Lauderdale, Florida  
Service to the Institute



**GEORGE FOSTER HARRELL**  
Dallas, Texas  
Design



**DOUGLAS HASKELL**  
New York, New York  
Literature

clients are found grouped in these defined areas, and this is the audience. The cost of utilizing the trade journals and other media, as compared to mass media, is relatively low. It is our thought that the councils would provide adequate vehicles for funding a program, and in turn utilizing these methods of reaching the public, that we have been unable to do before, and therefore coming up with the kind of public relations program that we have so long been in need of.

CHAIRMAN WRIGHT: I believe the subject has been pretty well debated on both sides, and I would like to call for the question. You will now vote according to your new procedure on a roll call vote.

MR WOODBRIDGE: Mr Chairman, is it too late to suggest to move to table?

CHAIRMAN WRIGHT: The motion is to table.

All those in favor will please say aye; opposed, no.

The motion is carried, and the proposition is tabled.

MR CAVAGLIERI: It is impossible to tell whether or not the ayes or nays have it. I think we should follow the rules and let us take the vote.

CHAIRMAN WRIGHT: If you wish to have a roll call on the motion to table, we will now call for a roll call vote.

Action: The motion to table was approved, 475.67 to 464.43.

## II Authorization for the First Vice-President to Become President-Designate

*Resolved*, That the following changes in the Bylaws are approved, and shall become effective in 1963, so that the First Vice President elected at the 1962 convention shall *not* automatically succeed to the office of the President in 1963; but that thereafter, elected First Vice-Presidents shall so succeed to the Presidency, upon the

expiration of the term of office of the President.

Action: Approved.

## III Action by Institute in Case of Non-Payment of Debts, Other Than Dues

*Resolved*, That the following addition to the Bylaws of the Institute be, and hereby is approved:

Chapter I, Article 2, Section 8.

(New) *Suspension and/or Termination of Membership for Non-payment of Indebtedness.*

The Board, or a committee of one or more of its members to which it has delegated authority, may suspend and subsequently may terminate the membership of a member who is indebted to the Institute for other than dues, upon request of the Treasurer; provided, that the member shall have been given at least thirty days' written notice of the impending action, and the opportunity to become current in his obligations.

Action: Approved.

# III Bylaw Amendments

## Second Session (Friday)

**Bylaws** (Continued from Wednesday session)

CHAIRMAN JAMES M. HUNTER, FAIA: We will continue from the Board proposals at the point we left off at our previous business meeting. The next item is No 4, simply an announcement, and takes no convention action.

On Item 5, and subsequent items which require a two-thirds vote of the registered delegates present, it is apparently obvious that no action can take place at this session of the convention. It seems most unfortunate that by parliamentary rules, the convention is prevented from expressing its will, and it is increasingly obvious to the Chair that drastic changes are going to be necessary in the Bylaws.

It seems a shame that there are not two-thirds of the registered delegates present, and hence there cannot be a two-thirds vote, and hence no action can be taken on some of these items.

The Chair would like to take a dry run through these proposed actions for discussion only, to try to get the will of this convention in regard to them.

## V Professional Affiliates in Chapters

*Resolved*, That there be submitted to the 1962 convention for approval a new Section 1 (g) in Chapter V, entitled, "Professional Affiliates," as follows:

Each chapter may establish the classification of Professional Affiliates, under conditions established by the Board, which conditions shall be set out in the bylaws of the chapters if such classifications are established by it. Professional Affiliates shall not be registered architects. Professional Affiliates may include engineers, planners, landscape architects, sculptors, muralists, and other artists allied to architecture, all of whom must be registered to practice their profes-

sions, where such legal requirements exist, or where no such requirements exist, shall have established worthy reputations.

WILLIAM STEPHEN ALLEN, FAIA (Northern California Chapter): I would like to propose an amendment to this resolution which would remove the objections of a number of people, but by no means all of the delegates.

We believe that the local option feature of this thing could be confusing on the basis of chapters. At the last California Council meeting, it was proposed that we would propose an amendment where each chapter be changed to each state association or all of the chapters in a state.

GEORGE VERNON RUSSELL, FAIA (Southern California Chapter): I shall take issue with my distinguished colleague from Northern California, and I am going to take two or three minutes, if I may, on this, and perhaps other matters.

# New Fellows 1962

This week leaves many of us in a dazed condition, and I apologize for being a party to the confusion.

On the one hand, we are exhorted to try to be all things to all men—even to the point of making the joint broom-clean by our own hands. Tomorrow's picture of the architect will resemble nothing so much as one of those Swiss army jack-knives with corkscrew, bottle-opener, scissors, toothpick, pliers, spoon, fork, letter-punch, screw-driver—but no blade.

On the other hand, we are urged to don the specialists' blinders.

In yesterday afternoon's session it became apparent that gracious default to the Austin Company constituted expansion of services. Today we are told that we should open our ranks to camp followers, beyond our jurisdiction. Yet, we also hear rumors that our standards of competence might well be subject to review by the Board, or its appointed representatives.

Several convention generations ago—I believe it was in San Francisco—today's resolution regarding affiliates was clobbered by the membership. More of its heads have been lopped off each year since.

The opposition has stated its case only at conventions. Yet the loud and clear method has not been heard. Perhaps this hydra-headed monster might somehow be related to the proposed new headquarters building. The top four floors would, of course, be devoted to facilities for judiciary proceedings; the bottom four to a staff admirably increased by 500 per cent.

Some members of the Board have attributed our objections to lack of communication. I submit, gentlemen, that there is no lack of communication—witness the mountainous piles of printed matter at the entrance to this hall Wednesday, to say nothing of the tons of snow that have hit our desks over the past two years.

There is communication, but it is only one way—the 'phone is off the hook in Washington.

I won't tell you about the action of CC-AIA—the California Council, on the business of independent councils. This was the action of a major representative body. Yet we are hard put to find evidence of that news ever having reached the Board.

The 'phone was still off the hook. Many of us taxpayers resent the prolific use of printing presses and the mail service for the dissemina-

tion of unilateral propaganda. It costs our money, takes up room in the wastebasket, and causes high blood pressure.

Therefore, it might be suggested that along with defeating this resolution, we might suggest to the Board that in the future, majority and dissenting reports be given equal space in presentations to the membership.

We are certain that there are members on the Board who have the courage to dissent upon occasion.

It might be further suggested that Board resolutions defeated by the membership shall be re-presented only if affirmative propaganda is masked by reports of spokesmen for the opposition.

I urge defeat of this resolution, and hope for favorable consideration of these suggestions.

By so doing, the Board might regain the faltering confidence of many members.

If the Board shows inclinations towards this democratic process, I shall promise not to louse up the Miami convention, but shall instead spend the time "cybernating" in a large hollow California redwood tree.

LINN SMITH, FAIA (Michigan Chapter): As a member of the Committee on Structure, which brought this proposal to the convention, I would like to make this brief statement.

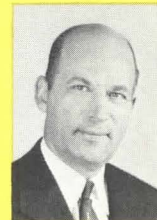
The Committee on the Profession, and the Committee on Structure, both recommended that the Institute take such action and that we have such types of membership, and are heartily in favor of the resolution, which I am happy to see we are not going to get to vote on this morning.

Both committees feel this is an important step for the Institute to take in strengthening our relationship with our cohorts in related parts of the building industry. This has been endorsed unofficially by many chapters. By making this possible, we will bring into the Institute many people who are interested on an associate membership basis. It has worked very well unofficially in some places. This is optional, permissive. There is no mandatory requirement that any chapter do it, if they do not wish to do it.

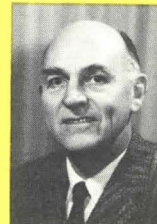
The big problem, apparently, is with the engineers. While there are problems in some areas, some of us do have good relationships with the engineering profession, and this



HERBERT HOWARD JOHNSON  
Miami, Florida  
Design



B. KENNETH JOHNSTONE  
Pittsburgh, Pennsylvania  
Public Service and  
Service to the Institute



RALPH H. KLOPPENBURG  
Milwaukee, Wisconsin  
Service to the Institute



H. SAMUEL KRUSE  
Miami, Florida  
Service to the Institute

# New Fellows 1962

type membership will work very well.

The Committee on Structure and the Michigan delegation urge the passage of this type of membership at next year's convention.

GLENN STANTON, FAIA (Oregon Chapter):

This is the second time we have talked about this. It has been rejected twice. It was the only amendment suggested or brought up by the Board last time, which was not reported in the proceedings of the convention until it was put in, as the editor said, under convention business session, and this was the November issue.

Some members and a chapter of the Institute have expressed themselves as feeling that the *Journal* did not adequately cover this. How do you compare adequately with nothing? There was nothing in about this defeated motion.

Now, if you are an affiliate of the Masonic Order or the Knights of Columbus, most people get the impression that you are a member of those orders. That is what the connotation means to the average person. How can you be an affiliate of The American Institute of Architects without giving that impression?

So I urge strongly for the third and last time that this be dispensed with for an interim of a few years, and not be brought up perpetually, because we have so many things to think about.

JEFFERY ELLIS ARONIN (New York Chapter): I would like to speak against this resolution. As I mentioned last year in Philadelphia where a similar proposal was defeated, I see no real need for this class of professional affiliates.

How would we gain? We would gain little. Those in favor perhaps say that membership of affiliates would promote the exchange of ideas. But should our thoughts be compromised by those with ideals less lofty than those we possess, and with which we are entrusted?

Let it not be said that I am against change. Being a relatively young member, I am in favor of new, progressive ideas. This resolution is not progressive, and in fact, most of the generation of younger architects whom I know and work with, think exactly the same way.

Last night President Will quoted Gold Medal winner Saarinen, who said: "It is on the individual, his sensitivities and understanding, that our whole success or failure rests."

I believe we should remain an organization of individual architects.

MURVAN M. MAXWELL (New Orleans Chapter): This is a matter about which we feel very strongly. It is not one that we discuss only at convention time. It is one of these things that we discuss all year.

We feel that this proposed measure is letting those types of affiliates into the architectural profession by the back door. We feel that The American Institute of Architects is an organization of architects, by architects, and for architects, and we think it should be confined to just that.

We are very strongly opposed to this being made a national thing, and I was instructed last year to speak against this, and this year instructed to speak against it. This can have more repercussions on a local basis; can be so awfully confusing. A man can be an affiliate of one chapter, can transfer to another area where he is not permitted to affiliate, and it would still be possible to use the title.

CLINTON E. BRUSH III (Middle Tennessee Chapter): I have stayed away from the microphone in forbearance for three years on this particular thing. But I must speak now.

I would like to tell my good friend, Mr Russell, on this matter of a minority report, I fairly subscribe to that. I think it is fine.

May I say this about this issue: There is nothing mandatory about what we are talking about here. We are trying in our feeble way, perhaps, to serve our profession, to serve the public better by expanding our services. May I ask: How in the world are we going to expand them by denying our people with whom we are going to work a chance to know what we are talking about in our meetings?

I heartily subscribe to a permissive matter such as is under discussion.

MERRILL DALE DRONBERGER (Kansas Chapter): We have long felt the need for this category, and last year we illegally started one. We found the consulting engineers with whom we worked on buildings were not represented in their own groups. We conducted a survey and found only fourteen per cent of them actually work with architects.

We think bringing them into a chapter as affiliates or associate members gives us adequate control, and much is to be gained—and we hope you will now legalize us.



HOWARD HAMILTON MACKEY  
Washington, D C  
Education



HARLAN EDWARD MC CLURE  
Pendleton, South Carolina  
Design and  
Education



SINGLETON P. MOOREHEAD  
Williamsburg, Virginia  
Education and  
Literature



SETH IRWIN MORRIS, JR  
Houston, Texas  
Public Service



ADOLPH R. SCRIMENTI (New Jersey Chapter): We definitely recommend two amendments based on our experience.

First: that the professional affiliate members shall be in good standing in their respective professional organizations, if any exist, and secondly that the affiliate member must subscribe to the standards of Professional Practice of the Institute except as this requirement may be specifically modified by the Board of Directors in special cases.

JOHN BRISCOE (Southwestern Oregon Chapter): At the last meeting of the chapter at Eugene, we were instructed to make a passionate plea for the professional affiliate membership.

I would like you to consider this as a passionate plea. This is one of the few unanimous votes the Southwestern Oregon Chapter made.

Yesterday you heard a report on the Eugene-Springfield area. This was done with professional affiliates. We operated this way for several years. It has been so very successful in this area that it is hard for me to imagine the Southwestern Oregon Chapter operating in any other way.

CHAIRMAN HUNTER: Without objection, the Chair will rule that the discussion has gone about as far as it can profitably go, and it cannot be terminated here today. You will be assured that the recording of this will be forwarded to the Board for its consideration.

## VI New Headquarters Building

(Supplement to Official Notice, dated April 11, 1962)

**RESOLVED**, That the Board of Directors or the Executive Committee be and hereby is authorized to conduct a competition for the design of a new headquarters.

SAMUEL LUNDEN (Southern California Chapter): I have a statement and a suggestion to present. I would like to ask if there is someone on the Board to give us more facts.

CHAIRMAN WRIGHT (Substituting for Chairman Hunter): I will call on Mr Hunter.

MR. HUNTER: If I may, I would like to speak to the need of a new headquarters, and I should like to call on Mr Odell to discuss the work that has been done so far, on the feasibility studies, and then on Reginald Roberts to discuss the economic feasibility of this situation.

By this three-part presentation,

we feel we can give you a well-rounded presentation of it, and one to which you can address your thinking.

First of all, the existing Octagon property was purchased right after the turn of the century. And I recall in reading Mr Saylor's history of the AIA, that it was Cass Gilbert who suggested its purchase, because it was such a fine place to have a convention.

Actually, no conventions were ever held in the old Octagon building. But during the fifty-year period of time from its purchase to now, the membership has increased from a few hundred to fifteen thousand, and in order to cover our heads and keep under cover at the Octagon, we constructed a residential type building as an administration building, added to it, then we reclaimed a stable, and then built a two-story addition onto the stable and to the existing building.

We are now crowded for space. This building is most inefficient. Any analysis that we have made of it shows that its circulatory pattern of stairs and corridors uses up almost one-half of the total space of the building. It is most inefficient as a building, and has grown like Topsy, with small, nibbling remodeling.

We believe the right answer is not to add one more tumor to an already involved structure, but to start clean and proceed with a headquarters which will serve us for a great deal of time in the future.

The land that we are talking about is not the Octagon nor its garden. This in my mind is hallowed ground, and should never be touched in any way. We are talking about the two other pieces of property which we own which are now occupied by the existing administration building, the stable and the two-story addition to the rear of the stable.

This land, if it is worth what the neighboring land is worth, means that we have a frozen asset under our feet worth \$800,000.

We are occupying a piece of land worth over three-quarters of a million dollars with residential type construction, poorly suited to our needs, and not using the land to its highest economic good.

For this reason, and because of the fact that we are growing and will continue to grow, we feel that we need a new building, which will house us adequately for the future, one so arranged that the extra space

# New Fellows 1962



ROBERT W. NOBLE  
Philadelphia, Pennsylvania  
Design



CLARENCE J. PADEREWSKI  
San Diego, California  
Service to the Institute



JOSEPH JULIAN PATTERSON  
Fort Worth, Texas  
Public Service



LISLE FREDERICK RICHARDS  
Santa Clara, California  
Service to the Institute

# New Fellows 1962

we are not at the moment using, could be rented as a source of income until we grow into it, and further, we would unfreeze this three-quarter-million-dollar asset we are now not using.

I would like to call on Mr Odell to give a Committee report on the subject.

ARTHUR GOULD ODELL, JR., FAIA (North Carolina Chapter): Gentlemen, I speak as a Board member of the Committee on the New Headquarters Building, in the absence of our Chairman, Leon Chatelain.

The Committee was also composed of Hugh Stubbins of Massachusetts, William Pereira of California, myself, an ex-officio, President Philip Will, and Second Vice-President Jim Hunter.

In addition, they have conferred with your Finance Committee, composed of Raymond Kastendieck, our treasurer, Reginald Roberts of Texas, and Clinton E. Brush, of Tennessee.

We have also engaged the best real estate and financial advice available in our national capital, in the person of Thornton Owen, who is generally recognized for his ability and conservatism in real estate and construction development.

Satterlee & Smith, AIA, architects of Washington, were also consulted in the preparation of certain feasibility studies.

You will recall that the last convention granted the Board authority to proceed to explore this matter, and \$20,000 was allotted for the development of the feasibility studies. Only \$9,000 of the \$20,000 allotted has been spent for the feasibility studies up to now. There is more studying to be done.

I might point out that the members of this Committee represent directorates on insurance companies, banks, savings and loan associations, and various other business corporations. These men were selected because of their general knowledge and experience in fiscal procedures aside from their being architects.

In looking over the general picture of our present quarters, we have land which we are now occupying, probably worth some \$50 a square foot. We have a building—and I am not talking about the old Octagon house, only the administrative building—with a gross square footage of some 20,000 square feet, leaving a net in use of 13,000. That is highly inefficient. There are long corridors and an odd shape to

the building. It is completely filled now with the coming of the NCARB and there will be no further place within the building for expansion.

All any of you need to do is to go through the building to see it.

It is anticipated that over the next several years we will need 20,000 square feet for additional personnel space, storage space, conference space for the Board to meet, and general expansion in the course of operations.

Excluding the Octagon and the garden wall, the remaining property has a mortgagable value in excess of \$800,000. I am sure if any of you men in your own businesses, owned such a property, you would have a building on it and get some rent and income from it. That is the position the Institute finds itself in at the present time.

It was originally contemplated that it would probably be easy to get property at a reasonable price to the north of the Octagon site. This has subsequently proved to be impractical, if not impossible. We are talking of maybe \$1,500,000 of land—in addition the real estate men we had working on this came up with the information that a key portion of that property could not be bought.

We are thinking of maximum square footage of 90,000 and we don't know that we could build that much, even if we could rent and derive income from it.

Feasibility studies indicate that it costs us to maintain and operate these buildings and grounds about \$39,600 a year. If we developed a building as proposed, the cost of 20,000 square feet in a new building would only be \$32,600—\$7,000 less, if we go ahead with this proposed procedure.

I say it is subject to further study. It will take about \$210,000 capital outlay, but in doing that, in twenty years we propose to have an asset worth a minimum of \$2,700,000, and we would be getting rent from various tenants and have room to grow.

The various details and the financial aspects of this will be discussed by Reginald Roberts as the Second Vice-President pointed out.

REGINALD ROBERTS (San Antonio Chapter): Speaking as a member of the Finance Committee of the Board, part of the feasibility studies included a rundown on the actual expenses and financing of the proposed headquarters building to be erected on the present



LINN CHARLES SMITH  
Birmingham, Michigan  
Design and  
Service to the Institute



RAPHAEL S. SORIANO  
Tiburon, California  
Design



DONALD J. STEWART  
Portland, Oregon  
Public Service



SIDNEY LLOYD STOLTE  
St Paul, Minnesota  
Public Service

property that the Institute now owns.

As Mr Odell pointed out to you, this property, according to the experts that were commissioned to give us some basic figures, has a value for mortgage purposes of \$838,750.

(Here Mr Roberts read and explained the figures set forth on page three of the Supplement to the Board's Report, dated May 7, 1962 ["the green sheet"] and distributed to members at the convention. The figures are reprinted below.)

**Feasibility Studies Establish the Following Essential Figures:**

Floor area of new building (ground area about equal to existing administration building) .....	92,262.5 sq ft
Total value of land and cost of improvements .....	\$3,651,550
Mortgage 66% of appraised value .....	2,600,000
Cash equity required in addition to land equity .....	212,800
Total annual expenses to amortize and operate .....	341,850
Annual income from rentals .....	309,250
Annual cost to AIA for new headquarters space .....	32,600
Annual cost of existing headquarters space ..	39,600
Comparative net cash gain per year to AIA occupying new space ..	7,000
If taxes on rental income are required, no taxes would be incurred for approximately first six years. Average annual taxes over 20 years .....	30,000
Net average annual cost to AIA with taxes .....	23,000
For this annual average cost, AIA acquires in 20 years improvements worth \$2,700,000 for an equity gain per year of .....	135,000
Net equity gain per year over costs and taxes .....	122,000

MR LUNDEN: I have canvassed many viewpoints since coming to the convention, and I have found that in addition to those who favor this, there were several groups: There was one group definitely opposed to expansion as such; one group favoring postponement in order to increase our research; a third group that wants not to have a commercial building; and another group, including the president of our chapter, who would like to see us go beyond our present horizon and look for a prestige or symbol building.

In this matter we are acting as architects, but we are also clients. We now have the figures from the members of the Board. But our members at home have a deep interest in this subject. They do not have these figures, and I do not think we have them adequately.

When I get through, I would like to offer an amendment which would be an amendment both to the competition and the notification and may I say this is the type of amendment not required by the Bylaws for a two-thirds vote. I think it could become the action of this convention or the sense of the meeting, and I so propose.


I want to propose three things. There are some questions which need to be more fully answered, and then I will present answers which I hope will be questioned. These questions, by the way, have been compiled by talking with members all across the country.

The first question: If we have twenty-three thousand gross square feet now, and are only using 13,000 square feet of it—by necessity, because of the shape of the building—and we only plan to use 20,000 gross or 15,000 net in the new building, the question to be raised is: Why are we so urgently in need of additional space now?


Two: If we need to double our space in twenty years, why isn't this reflected in the balance sheet? This expansion may change the annual cost from \$23,000 to \$73,000. We need more information on this.

Three: Why destroy a \$500,000 building to make way for a building which may not be needed now? This is a building which we have paid for over the years.


Four: Why not consider renting this building instead of destroying it, and using the income to finance a new symbol or prestige building on new property? This procedure would also save about \$200,000 in



## New Fellows 1962



**JOHN CARL WARNECKE**  
San Francisco, California  
Design



**MAYNARD W. WOODARD**  
Studio City, California  
Design

**HONORARY FELLOWS**

Emilio Duhart, Chile; Hernan Larrain Errazuriz, Chile; Jerzy Hryniewiecki, Poland; Arne Jacobsen, Denmark; Hector Mestre, Mexico; John B. Parkin, Canada; Prof Steen E. Rasmussen, Denmark; Ngo-Viet-Thu, Vietnam; Prof J. H. Van den Broeck, Netherlands; Amancio Williams, Argentina (Ronald C. Muston, New Zealand, who was named an Honorary Fellow of The American Institute of Architects in 1961, was present at the Dallas convention to receive the attendant honors).

confusion and expense in temporary space of the Institute over a period of one and one-half to two years, which was not presented in this statement, and this would be necessitated if we destroyed the headquarters building.

Now, some answers which I know will be questioned.  
First: Let us employ an AIA



## 'A Challenge To

► The convention's most moving moment came Thursday night at the annual dinner when Aline Saarinen accepted the Gold Medal for her late husband. It was, as President Will said, a "bittersweet occasion," given further poignancy by the presence of Eero Saarinen's mother (center photo opposite). "Tonight in respect and in love you are honoring a great architect and a great man," Will said. "His buildings will long stand as memorials to his creative genius and an inspiration to all who experience them . . . Because he lived as he did none of us will be the same again." After the presentation Will briefly reviewed his years in



# Be Daring'

office, then turned to the future: "Our great architects, including the Gold Medalist we have honored tonight, are men of daring. By anticipation of need and expression beyond the grasp of ordinary men they escape the prison of their time. To them architecture is a great adventure—a world of discovery. And so I would have it for us all: a world of discovery not only in physical form but in philosophic truth . . . The legacy I would leave my profession is a challenge to be daring, to question, to accept indicated change, to step into a new world—in short, to adventure." ◀



PRESIDENT PHILIP WILL, JR, FAIA  
STATLER-HILTON HOTEL  
DALLAS, TEXAS

WISHING SUCCESSFUL CONVENTION. PLEASE FORWARD  
AMERICAN COLLEAGUES GREETINGS FROM BRAZILIAN  
ARCHITECTS.

(SIGNED) ICARO DE CASTRO MELLO, HON FAIA  
PRESIDENT, INSTITUTO DE ARQUITETOS DO BRASIL

architect, experienced in one of the expanded services known as "Space Planning"—and we have some very capable men in this field—and have them make a survey of our present quarters. I am sure we can bring the 13,000 square foot area up fifty per cent if this is properly handled. Let us see if we can make space usable for another five years.

Two: Continue the feasibility study, and give our members more factual information in factual reports for study six months prior to any convention at which this matter is to be considered.

Three: Consider in this study a prestige building on this and/or other property reflecting the architect's creative role in our environment, to house, perhaps, our own activities and needs for the next ten years with provisions for expansion.

I believe I have heard that the feasibility study committee did recommend building on new land, and through lack of ability to buy this particular property, I believe the amendment was made by the Board. I think that this needs more study.

Four: Let the character of this project be modeled to meet the wishes of our members through discussion and debate at the chapter-state levels, to the end that we as members of the Institute will voluntarily wish to contribute funds to create our national symbol.

Five: When there has been a consensus as to the program, then proceed with a competition among the members, perhaps a year from now.

Six: Postpone the resolution of notification concerning the mortgaging of AIA property until the membership has had an opportunity to study all phases of the program, including other ways of financing the project.

The amendments proposed, which

I would like to make as a substitute for the resolution on the competition and also, if possible, on the notification, read:

*Resolved*, That the Board of Directors or Executive Committee be requested to continue the feasibility studies, to expand them to consider Institute space needs over the next twenty years;

And submit alternative proposals to the membership covering both the use of the present property, and of other property with a financial analysis of each, and alternative ways of financing;

And be it further resolved that this data be put before the membership at least six months before it is put before the members at a convention for consideration.

MR ODELL: Since the number of questions put by the speaker are several, I think that as a member of the Committee, I should endeavor to answer.

It was my hope, being a member of this Committee that the Committee would enjoy the confidence not only of the Board of Directors, but also the membership. It certainly has not been the intent of the Committee or the Board of Directors to withhold any detailed information whatsoever.

As to feasibility studies, I believe I mentioned as a preface to my remarks, that we had not completed the feasibility studies; there is still much to be done.

I believe I stated we spent only \$9,000 out of an anticipated \$20,000. The main reason that this was brought up this year is because it takes the action of another year following to mortgage this property to make the whole deal possible.

Then it will take a year for the competition and to get the working drawings and another year to get the building built. So if we can't vote this first phase—this was

the thinking of the Committee and also of the Board—if we don't have the two-thirds, then it is not under consideration now.

I want to allay any fears that a lot of study had not been given this. I imagine the economic and financial consultants' report was some fifty or sixty pages, and the architects did make a thorough study.

There were space-use studies, and we have diagrams, schematics, and have strings of figures projected into the future—nobody can look in the future twenty years from now, and we cannot add a floor to the building every time something is needed. That is the most expensive way to add on to a building.

Alternate sites were carefully considered. I didn't realize that the membership would like to have a complete report on a half-a-dozen sites in Washington, considered by our architectural real estate consultants.

It is the opinion of the Committee, backed up by the Board, and that alone represents some thirty-odd members of the Institute—your colleagues intimately familiar with this problem—they all felt the only thing to do was to stay where we are, and that is why the recommendation was made in that fashion.

In these figures is included an adequate allowance for renting space for two years, while the present building is being torn down. I am sure the Finance Committee will be glad to make these available to anyone interested.

It may be that the old building is worth \$500,000. I don't know where that figure came from, but it has been quoted. I think the staff is doing mighty well to get efficiency out of 13,000 square feet of a gross of 20,000.

The prestige building was mentioned. The reason we propose the competition was that it will be a prestige building, representing the best architecture of our period. A competition we expect would enhance the appearance of the old Octagon by contrast or otherwise. We have no intention of building a cheap, speculative structure, and the figures admittedly reflect this aim.

Unless we have the authority to finance this thing, I will certainly oppose having a competition just for the sake of the competition, and then not be able to get it financed. It would be difficult and ridiculous for us to propose it. It

looks like this is some years off. I think those of you interested should volunteer your services and make yourselves available to the President.

The Board has no intention of any rash or hurried action in this matter. But I submit to you that by our own Bylaws, it takes two years for permission even to mortgage land. What we are asking for now from you is the first notification that at the Miami convention we propose to bring before us a resolution which would give us the permission to mortgage land and even at the Miami convention we will not have mortgaged it yet. We are simply trying to gain one year of time in what is obviously a long and time-consuming project.

The same thing is true of the second proposal—that of continuing and getting data ready for the competition. If the Committee and the Board do not know that you want it designed by a competition, we can't prepare adequately for it. So we need to know that at once, to set the wheels in motion so we can properly program a competition. This is simply an effort to get a long sequence of events ready to move. If we cannot put a package together, I know of a number of package dealers who can!

MARIO E. CAMPIOLI (Washington Metro Chapter): A good bit of what has been discussed this morning seems to be reminiscent of twenty-five years ago when the present structure was under consideration.

I was fortunate at that time to be affiliated with the associated architects, D. Everett Waid, Dwight James Baum and Otto Eggers, who were commissioned by this group to design the present building. The stipulations that were made at that time were such that such a building should be compatible with the Octagon, and that we should preserve the stable and the smokehouse.

It was considered at that time by President Bergstrom and the other members of the committee that a building on that site would serve the needs of the Institute for quite a few years to come. At that time the plan which was developed, which has been criticized at this meeting, had the blessing of the best brains and talent in the Institute.

I would recommend against having a competition on this site. I believe further consideration should be given to a site elsewhere,

where ample provision can be made for parking, without expensive underground parking, and where twenty years from today we may not have the same problem of being hemmed in by a very peculiar-shaped property with its inherent limitations.

CHARLES F. CELLARIUS, FAIA (Cincinnati Chapter): As a past treasurer of the Institute, I know there are inadequacies in the financial setup that has been given to us. We need a further study of this feasibility matter.

I think we also need the study of whether the Octagon cannot be better used as it is now, for a few years, and keep the right atmosphere behind the old building.

But I would call attention to the fact that in the last ten years this organization in a period of prosperity has not increased its endowment which stands at only \$155,000, and the reserve fund and the emergency loan fund together are only \$300,000.

That is not a very safe backlog for us to undertake on a building program. I have been told that the Institute will only occupy two floors, at least for the present, and that there will be five or six floors for us to rent out.

If we had a recession, and some of our tenants moved out, or if the Government rented from us, and decided to build a new building, I am not sure that we would have the money to keep up payments on the mortgage.

I think the matter needs further study for another year, and that we should not authorize the Board to hold a competition until that has been made.

MR ODELL: I agree with Mr Cellarius and Mr Lunden. I don't think we should hold a competition for another year, and as I said earlier, we have considerably more feasibility studies to make, and I for one would welcome additions to the Committee.

But I think they are putting the cart before the horse. Feasibility studies in the next year will be made, and we will be able to circularize the membership with sufficient detailed information to satisfy detailed inquiry, and then everybody will be perfectly satisfied. We still cannot build for two or three years. If we can't pass this motion, the first leg on a mortgage which really cannot be executed until after the Miami convention, we might as well forget the whole thing until Miami.

PRESIDENT WILL: I would like to say a word or two about some of the figures. Technically speaking, Mr Cellarius is correct about the way the books show some of these funds. But the books, to a substantial degree, are deceiving because we have an extremely large fund called the fluctuating reserve which is put in there to protect our invested funds, and about forty-six per cent of that fluctuating reserve is there to protect the Institute's own funds, which do not include those endowed for educational purposes.

In terms of current market value, just to give a round number here, our general reserve is worth in excess of one-half million dollars, so that we could, if we wanted to, find \$200,000 that we need right there, and that does not include the emergency loan fund which at the present time is \$90,000.

So I don't think we are in quite such desperate straits as might appear on the surface, and of course, I have not mentioned the general endowment fund figure. The figure you gave of \$157,000 is correct. But again, the general endowment fund owns a part of the fluctuating reserve, and if you add that, there would be a great deal more than appears.

To the eyes of the Board, the proposal made is conservative. I might say it seems to your President at least, where you have an organization that is already pushing out the walls of a building, and you look back fifty years and have seen the growth, it is scarcely conservative to try and keep yourselves in a suit already too small.

It seems incredible to continue in the space that we now occupy. To do other than to plan for the future does not appear to be conservative. It appears to be irrational.

ALEXANDER RICHTER (Washington Metro Chapter): I understand the firm of Satterlee & Smith of Washington were engaged as consultants on this building. Could we have the report of Satterlee & Smith?

CHAIRMAN HUNTER: It would be entirely too long. It goes into plot plans, space studies, sketches of possibilities for building types and analyses. It can be made available.

MORRIS KETCHUM, FAIA (New York Chapter): I am very sure that the Board will make available during the coming year, as intended by Sam Lunden's motion, all the data on space diagrams and other matters contained in the Satterlee

& Smith report. And you will have six months to a year to study them.

TERRELL R. HARPER (Dallas Chapter): With all due respect to Mr Cellarius' safe and conservative advice, and President Will's reassuring figures, I submit to you that these are proper matters for discussion at the Miami convention. As I understand the resolution proposed merely is enabling legislation to keep us from being still a year away in discussing it in detail at the next convention.

If we can get on with this thing today, I feel certain that our Board will see that we are supplied with adequate information to prepare us to discuss it properly in Miami, and if they don't, we can vote the damn thing down. Let's get on with it!

LINN SMITH, FAIA (Michigan Chapter): Inasmuch as a lack of an adequate number of delegates on the floor makes it impossible for action on the mortgage part of this proposal, which is really important, time-wise, this means that the entire project is slowed up for two years. I would move that the matter be tabled, leaving it in the hands of the Board, and it can be discussed again at next year's convention in Miami.

CHAIRMAN WRIGHT: The parliamentarian says that we cannot table an amendment. We can only table a main motion. The question is called for. Mr Lunden, will you please read the amendment?

MR. LUNDEN: *Resolved*, That the Board of Directors or the Executive Committee be requested to continue the feasibility studies, to expand them to consider Institute space needs over the next twenty years;

And, submit alternative proposals to the membership, covering both the use of the present property, and/or other property with a financial analysis of each, and alternative ways of financing;

And, be it further resolved that this data be put before the membership at least six months before it is put before the members at a convention for consideration.

CHAIRMAN WRIGHT: All in favor of the amendment will say aye. Opposed no. The motion is lost.

We will vote on the original motion as to whether or not to hold a competition for this building.

All in favor of that motion please say aye; opposed, no. The motion is carried.

I will turn the Chair back to you, Mr Second Vice-President.

CHAIRMAN HUNTER: Our parliamentarian tells us that in his judgment he was in error earlier, and at this time there *are* enough delegates in the convention. So if we choose, we could vote on this notification side of our business. This would mean that it would have to be almost a unanimous vote, but there can be no harm done, as I see it, since this will be a tabulated vote, and we will know from the tabulation whether the vote represents two-thirds of the registered delegates to this convention, and whether or not we have a two-thirds majority of the total number of delegates.

In that case, I can see no harm in putting it to a vote in finding out whether or not the notification can be approved or disapproved at this session.

SECRETARY CARROLL: This is the "legalese" which has been prepared properly by the attorney for the Institute. If this motion is passed, as I understand it, it is simply a notification and at the next convention a similar request in somewhat different wordage must be made so that if you vote against this motion, you are just tying the hands of the Board for one more year.

Resolution of Notification:

*Resolved*, That notice is hereby

given pursuant to Chapter XI, Article 2, Section 1-a and Section 1 a-1 of the Bylaws that it is the intention to propose at the 1963 convention of The American Institute of Architects that the Board of Directors and the proper officers of the Institute be authorized and directed to place a first trust on the property of the Institute located at Eighteenth Street and New York Avenue, Northwest, Washington, DC; lies north and east of the present garden wall, in Square 170, it being the intention that such first trust shall be placed on all the property presently owned by the Institute which lies north and east of the present garden wall, and that the property lying south and west of the said garden wall including the Octagon House shall not be included, the precise boundaries of the land upon which the proposed first trust is to be placed to be determined by 66 $\frac{2}{3}$ % of the appraised value of the property included in the deed of trust, the loan to be at a rate of interest not to exceed the prevailing rate at the time of placing the same, and to be amortized within a period not exceeding twenty years; and that the purpose of placing the first trust on the property is to obtain funds for the construction of a new headquarters building.

(The convention proceeded to vote).

CHAIRMAN HUNTER: We have the result of the voting on the resolution in regard to notification.

The Chair's judgment of how many delegates are here was apparently right, and our parliamentarian was wrong. There are only 710 here, and we need 742 for a majority.

However, the vote was 41 no, and 669 yes.

The Board accepts this simply as an expression of this convention. ◀

## IV

### Report of the Committee on Resolutions

► (Note: In each case where the resolution was referred to the Board of Directors, it was done with the consent of the sponsors of the resolution.)

*Resolution No 1.* Submitted by the New York Chapter: Revising

Federal Housing Administration Standards.

*Whereas*, the Federal Housing Administration standards are in conflict with local city codes and inhibiting the rehabilitation of individual city dwellings, and,

*Whereas*, for example, New

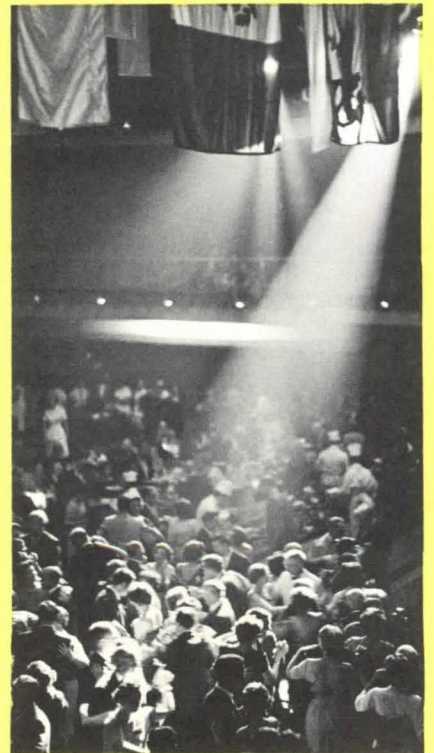
York City code limits kitchenettes to fifty-nine square feet and FHA cabinet requirements are excessive for this given space, and,

*Whereas*, for example, the New York City code permits existing wood stairways, usually the best architectural feature, to remain,





## The Fiesta: Big Party in a Big Space



► The setting was the spectacular four-story volume of the Dallas Trade Mart courtyard, designed by Harwell Hamilton Harris. There was fine food at ten separate buffets, music, color, and dancing (notably some memorable demonstrations of the Twist). There was also Tito Guizar, the Mexican film star, who succeeded in getting the crowd to enthusiastically join him in song. The Fiesta of the Six Flags—the immense space was hung with the six flags which have flown over Texas during its history—was the Host Chapter's principal social event of the convention. It was proof of the zestful Texans' flair for hospitality. ◀

FHA requires new steel stairs throughout, and,

*Whereas*, the New York City code minimum bedroom is seventy square feet, FHA regulations makes a legal typical hall bedroom sub-standard, and,

*Whereas*, filing procedures are time-consuming and expensive due to the multi-copy requirements through outer portion of the size of the job, and,

*Whereas*, processing of requisitions and change orders are slow they discourage contractors as well as owners, and

*Whereas*, other similar matters need to be explored and corrected, therefore be it

*Resolved*, that The American Institute of Architects induce the Federal Housing Administration to modify its procedure allowing local codes to prevail and encourage the rehabilitation program by careful cooperation.

Referred to the Board of Directors.

*Resolution No 2.* Submitted by the New York Chapter: Suggested Actions to the AIA Board in Connection with the Franklin D. Roosevelt Memorial Design Competition.

*Whereas*, a prominent and respected jury selected a prize-winning design from among over 500 entries in the nationwide competition officially sponsored by The American Institute of Architects, and,

*Whereas*, the responsibility and the authority of the jury and the integrity and effectiveness of an official AIA competition have been met with nought by the Commission of Fine Arts of the District of Columbia in withholding approval of the winning design, therefore be it

*Resolved*, that The American Institute of Architects, assembled in its 1962 Convention in Dallas, Texas, condemn the action from the Commission of Fine Arts of the District of Columbia, and be it further

*Resolved*, that a committee of distinguished architects be appointed to take such steps as are appropriate to accomplish the countermanding or overriding of the Commissions's action.

Referred to the Board of Directors.

*Resolution No 3.* Submitted by the New York Chapter: Better Design in Development Houses.

*Whereas*, most one-family houses

are erected by development builders, and

*Whereas*, the people of this nation have become increasingly aware of the need for good planning and design, and,

*Whereas*, many lending agencies seem to predicate approval solely upon economic considerations, therefore, be it

*Resolved* that some means be found to persuade lending and guaranteeing agencies to require, in addition to minimum property standards, considerations of good planning and esthetics as a basis for a building loan.

Referred to the Board of Directors.

*Resolution No 4.* Submitted by Robert L. Peters, AIA, Vice President, TSA, West Texas Chapter; Woodlief F. Brown, AIA, TSA Director, Abilene Chapter; Walter L. Norris, AIA, TSA Director, West Texas Chapter; John S. Ward, Jr, AIA, TSA Director, Texas Panhandle Chapter; Sam B. Dixon, AIA, Houston Chapter; M. Howard Ensign, AIA, President, Texas Panhandle Chapter; Luther E. Wossum, AIA, Secretary, Texas Panhandle Chapter; Preston M. Geren, Jr, AIA, Delegate, Fort Worth Chapter; T. Z. Hamm II, AIA, Delegate, Fort Worth Chapter: Department of Urban Affairs.

*Whereas*, The American Institute of Architects, at its 1957 Convention, passed a resolution endorsing in principle the concept of a Department of Urban Affairs of Cabinet rank; and

*Whereas*, the matter of establishing a Department of Urban Affairs has become a highly controversial political issue of great national import; and

*Whereas*, the members of The American Institute of Architects are sharply divided on this issue; therefore, be it

*Resolved*, that either support or opposition by The American Institute of Architects to the creation of a Department of Urban Affairs be limited to support or opposition by individual members, chapters or regions.

Referred to the Board of Directors.

*Resolution No 5.* Submitted by the Michigan Society of Architects: Institutional Advertising Program.

*Resolved*, That the Board of Directors of the AIA appoint a special committee to develop an Institutional Advertising Program that

will clearly and convincingly tell the story of the profession to the primary decision-makers in the commissioning of and investment in architecture, and be it further

*Resolved*, that the Board of Directors develop methods of financing and otherwise implementing such a program, and be it further

*Resolved*, that the Board of Directors present their recommendations, in detail, to the membership at least four months prior to the 1963 convention of the AIA, so that the membership will be prepared to act on such recommendations at the 1963 convention.

Referred to the Board of Directors.

*Resolution No 6.* Submitted by the Northern Indiana Chapter: Recognition and Commendation of the Revitalization Program of the White House.

Referred to the Board of Directors.

*Resolution No 7.* Submitted by Committee on Resolutions: Appreciation of Speakers and Panelists, AIA Convention.

*Resolved*, that the officers and the Board of Directors and members of The American Institute of Architects express their appreciation and sincere thanks to the following who gave time and talents to make the program of this 94th convention the outstanding success which it has been:

to: The Honorable Earle Cabell, Mayor of Dallas, for his warm message of welcome.

to: The Reverend W. B. J. Martin, for the invocation at the opening session.

to: Charles R. Colbert, FAIA, Dean, School of Architecture, Columbia University; Jane Jacobs, Senior Editor, *Architectural Forum*; The Honorable Ben West, Mayor of Nashville, Tennessee, for the addresses at the Opening Session of the Convention on "Social Dimensions of Design."

to: Rabbi Gerald Klein for the invocation at the Awards Luncheon.

to: Douglas Haskell, FAIA, Editor of *Architectural Forum*; Dr Karl Falk, Economist; William Pereira, FAIA, Architect; and Paul Oppermann, Planner, participants in the Second Session on "New Dimensions of Architectural Knowledge."

to: Emerson Goble, AIA, Editor, *Architectural Record*; Gordon Wittenberg, AIA; Noland Blass, Jr, AIA;

Benjamin McMurry, Jr, AIA; and Donald Lutes, AIA, for participating in the third session on "Case Histories of Community Service."

to: Thomas Creighton, FAIA, Editor, *Progressive Architecture*; Arthur Q. Davis, FAIA; Lane Meltzer; Claude Morton, Jr; Willis Mills, AIA; J. R. Tomlinson, for their participation in the fourth session on "Case Histories of Expanded Services."

Also our gratitude goes to those already heavily-committed participants in the professional sessions who so generously contributed their time and ideas to the 275 students, representing thirty-nine schools of architecture, who also have been in session during this 94th convention of The American Institute of Architects.

Action: The resolution was approved.

*Resolution No 8.* Submitted by the Committee on Resolutions: Appreciation to Retiring Officers and Regional Directors.

*Resolved*, that the members of The American Institute of Architects, in convention assembled, express appreciation and deep gratitude to the retiring officers and regional directors for their untiring efforts during their terms of office; and, to the officers and members of the Board of Directors of the Institute who are continuing to give their time to the services of the profession and the construction industry, and to our Executive Director, William H. Scheick, AIA, and his staff at national headquarters for diligent and faithful performance of their duties.

Action: The resolution was approved.

*Resolution No 9.* Submitted by

the Committee on Resolutions: Appreciation of Products Exhibition.

*Whereas*, the Producers' Council, Inc, by its splendid cooperation in providing the most outstanding Products Exhibition in our history at this 1962 convention of The American Institute of Architects, has greatly enhanced the interest and usefulness of this convention, and contributed to the education and enlightenment of its attendance, and the improvement of the profession; therefore, be it

*Resolved*, that the members of The American Institute of Architects in convention assembled do hereby express their gratitude and appreciation for this outstanding contribution by the Producers' Council, Inc.

Action: The resolution was approved.

*Resolution No 10.* Submitted by the Committee on Resolutions: Appreciation to Reynolds Metals Company.

*Resolved*, that the members and guests of The American Institute of Architects assembled for the 94th annual convention in Dallas, do extend their gratitude to Reynolds Metals Company for sponsorship of the film "Form, Design and the City," and their appreciation for the time, energies and talents of all who appeared in it and took part in its production. The film will be a vivid memorial of the 93rd convention in Philadelphia, and will serve importantly in the effort to inspire the architectural profession and inform the public in the vital field of urban design.

Action: The resolution was approved.

*Resolution No 11.* Submitted by the Committee on Resolutions: Ap-

preciation of Special Events.

*Resolved*, that the members and guests of The American Institute of Architects, assembled for the 94th annual convention in Dallas, do extend to the officers and members of the Dallas Chapter, and especially: to Reginald Roberts, AIA, Regional Director and Honorary Chairman of the Convention.

to Ralph Bryan, FAIA, President of the Dallas Chapter.

to Roscoe DeWitt, FAIA, Convention Chairman, and his hosts of Texans and his committee chairmen, Thomas D. Broad, FAIA, Howard R. Meyer, FAIA, Herbert M. Tatum, FAIA, Jack Corgan, Grayson Gill, AIA, George F. Harrell, FAIA, Enslie O. Oglesby, Jr, AIA, Temple Phinney, AIA, Max M. Sandfield, AIA, George W. Shupee, AIA, Downing A. Thomas, AIA, and John Harold Box, AIA.

to Mrs Harris A. Kemp, Chairman of Women's Events, and her lovely and gracious aides, and also to Mrs Thomas D. Broad for her enjoyable and informative breakfast lecture.

to George F. Harrell, FAIA, for his imaginative planning of the gay and colorful Fiesta of the Six Flags, held in the magnificent space of the Dallas Trade Mart courtyard so sensitively designed by architect Harwell Hamilton Harris, AIA,

their warmest thanks for such hospitality as Dallas alone can provide.

Inspired by this shining star of Texas, a living and forceful symbol of vigor and breadth of viewpoint, we take leave in all directions across the plains of this great state to put into practice the new dimensions which have been opened to us here.

Action: The resolution was approved.

"I welcome this opportunity of conveying to you greetings and good wishes through Ronald C. Muston, and I am pleased to know that New Zealand is being both represented and honored in his person.

"Architecture is one of the channels through which economic and social progress is expressed and we in New Zealand are linked with you in the common aim of promoting both objectives.

"These objectives are peaceful and beneficent in a world beset by strife, and are a witness to the constructive and valuable role played by the brotherhood of architects in all parts of the world."

The Rt Hon Keith Holyoake  
Prime Minister of New Zealand

# Report of the Student President

**Donald Williams**

*University of Illinois*

► As has been the case at past conventions, the executive board of the Association of Student Chapters, AIA, wishes to take this opportunity to outline the status of our organization, to guide your action in strengthening our organization, and to express our thanks.

I would first like to take this opportunity to thank all of the men in the Institute who have helped the students in so many ways. Because of the help of all of these men the student organization has in reality become a meaningful endeavor. I also thank our hosts.

The executive board of the student association just this last month completed a survey of the status of our organization. The purpose of this report was to provide a directory of its officers, a brief look at the relative strength of the association, and a look at its present relationship to the profession.

To those of you who are interested this survey has been printed in brochure form and is available here or from the Octagon.

The results of this survey indicated that the seventy-one reporting schools have approximately 14,000 students, 5,000 of whom are members of student AIA chapters. Our chapters range in size from the

smallest with eighteen members to our largest with 450 members.

As a part of this survey, we asked if there were any communications or activities between the student chapters and first, local architects; and, second, the sponsoring corporate chapters.

Thirteen chapters replied that they have no communications or activities with local architects while sixteen stated that there was none with their sponsoring corporate chapters.

Let me say that while this is a marked improvement over the past student-practitioner relationship on the local level, we are still concerned that it is not a completely accepted program. It is indeed interesting to the student executive board that our most active chapters (without exception) are the ones that report a continuing constructive program of co-operation between the student chapter and their sponsoring corporate chapters. With a constructive program on the local level supplemented by the student forum and convention on the national level, the Institute's student program will be able to achieve its desired goals.

To the sponsoring corporate chapters we would like to suggest a way in which they might expand their activities with the student chapters. The primary problem that

any student organization faces is of course the one of continuity. Our student chapters are no exception. Our biggest single problem is organizational continuity. We believe that the sponsoring corporate chapters could strengthen the student organization very much if their program would recognize this problem, and attempt to help the student organization to counter it.

The 275 students attending the convention here in Dallas have justly expressed that because of their opportunity to attend this convention, with you the leaders of the profession, their horizons have been broadened. Every student who leaves here will have had a chance to rub elbows with the men he respects, to gain an insight into the goals of the profession, and to observe the procedures, protocol, and organization of the Institute. Our attendance at this convention will increase our ability to contribute significantly to the profession and Institute later in our careers.

Indeed through the student program the Institute can instill in the students moral convictions concerning their dedication of purpose, and their desire to comply with the ethical code, the standards of practice, the obligations to professionalism, and the responsibilities to society for the creation of our total man-made environment. ◀

# Report of the AIA Foundation President

**Allan H. Neal, FAIA**

► The American Institute of Architects Foundation consists of a group of nine Trustees, all of whom are present or past AIA Board members.

Our purpose is to administer funds for architectural schools, architectural education, architectural research and architectural historic preservation.

Our funds, therefore our activities, are very limited. We administer about \$60,000 capital fund and receive and disburse about \$20,000 in other funds each year, for scholarships and historic preservation.

At a meeting last Sunday I was elected President. Clinton E. Brush, III, AIA Vice-President. George B. Mayer, FAIA, Secretary-Treasurer. Thirty-eight scholarships totaling \$18,250 were awarded as follows:

The Ruberoid Company,	
20 at \$500	\$10,000
The National Board of	
Fire Underwriters, one at	
\$300, seven at \$600	4,500
Blumcraft of Pittsburgh,	
ten at \$300, or six at \$500	3,000
International Association	
of Blue Printing and Al-	
lied Industries, one at	
\$350; one at \$400	750
	—————
	\$18,250

The money for these scholarship awards is given each year by these companies, and disbursed by the Foundation.

The Foundation has great potential value to the Institute. However, it is handicapped by lack of funds due to practically no support from the Institute membership.

We must find funds to expand our activities, and hire an executive secretary to realize our objectives.

We shall endeavor to do that during the next couple of years. We appeal for support from Institute membership and suggest that some of you may be instrumental in steering some of the funds provided by Foundations and others all over the country into our coffers. ◀

# Address by the Incoming President

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Henry L. Wright, FAIA

► Anything that I might say here today will be an anti-climax to the legacy that Phil Will left with us last night. I do feel, however, that the membership is entitled to hear from me, my hopes for our profession and the concerns I have for its progress toward the goals which have been established by my predecessors.

For some time now, we have been reading in the periodicals and hearing from platforms, speakers quoting astronomical statistics, what is in store for our civilization; the figures on population growth are staggering and its effect on our social, economic, and political life is equally incomprehensible.

Even if the figures are within twenty-five per cent of accuracy the job we have to do as architects is even more staggering. We are told that we will double the number of facilities we now have in the next forty years and rehabilitate or replace one-half the structures now in existence.

The task cannot be calculated on a quantitative basis alone, it demands solutions of quality as well as quantity, and it is the responsibility of our profession to provide them. This convention has attempted to identify some of the opportunities afforded us as practitioners and how to prepare ourselves adequately to take advantage of them.

The American Institute of Architects bears a grave responsibility to all of its members.

It represents on its Board of Directors and in its policies, aims, and objectives, the interests of every member, without regard to the size of office or organization he operates or to his employment.

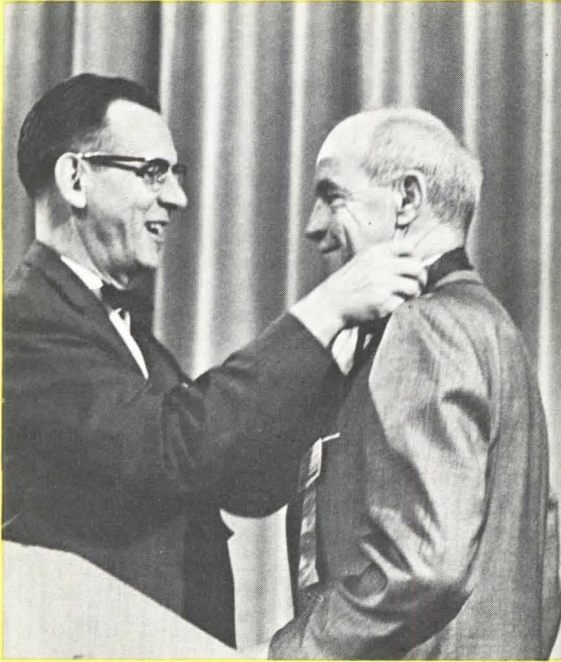
Thus the policies and programs of the Institute become a product reflecting the experiences and needs of our membership in every part of our country—in the large well-staffed offices concerned with major projects and equally in the compact offices where projects are developed on a lesser scale.

The realization by your officers and directors of these needs has led to great vitality and activity in our Institute affairs.

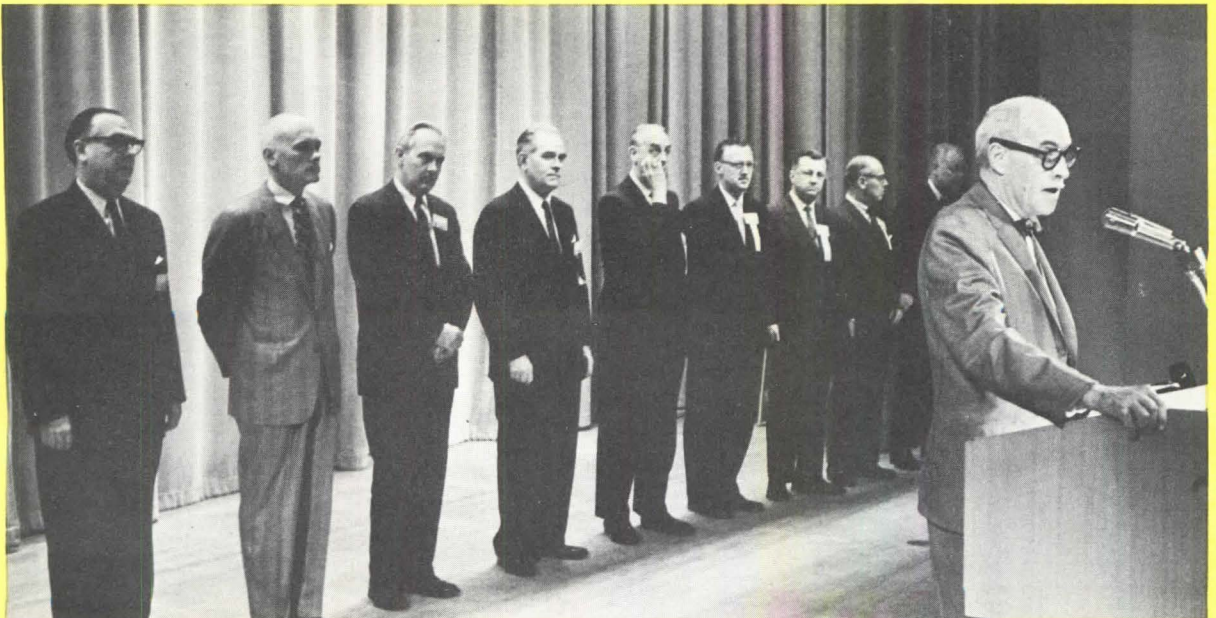
As a result, old programs are being refurbished; ambitious new ones are being launched. Some of our members prod us to move faster; others say we are moving too fast. I would like, if I can, to place this question into perspective.

First there has been no overnight revolution of the AIA. We have known for many years that we had many things to do to prepare ourselves for the design challenges of our time and in the future. During Doug Orr's administration the structure of the Institute was completely overhauled. Ralph Walker's administration procured funds and caused to be written the "Architect in Mid-Century"—the first break-through to what our professional future might become and to what programs we should give attention. Since then, Glenn Stanton, Clair Ditchy and George Bain Cummings took hold of the problems ahead and made significant contributions to their solution. Leon Chatelain spoke eloquently of the challenges at our Centennial Celebration and his administration moved efficiently to translate them into action. This commendable work was carried on by John Noble

## A Mission for the Coming Year



► Will wore his widest smile of the week as he placed the symbolic mantle of office over the shoulders of his successor at Friday morning's closing session. Henry L. Wright began his acceptance speech by citing the accomplishments of AIA presidents over past years, "Architects have been master builders since the dawn of history of man," he said. "They have been city planners since cities were first planned. We are not seeking to give the architect new tasks to do, but rather to equip him to handle the large vocabulary of skills and knowledge required to do the tasks that have always been his . . . My predecessors have all contributed to the store of knowledge and leadership which this past administration has translated into ambitious new programs. I hope I will not be misunderstood when I say that I do not plan new programs. There is a great deal to do to consolidate the many new activities we have begun and to implement the important programs already started." ◀





Richards who brought the problems in messages of inspiration and need for self-improvement to virtually every meeting of architects in our nation.

The excellent administration of Philip Will was built on the good works of all the men who have preceded him. His administration has not at all been—as a few have pictured it—a palace coup by a band of young revolutionists. Its principal difference has been that it valued the contributions of all past Institute leaders in making a deliberate and exacting study of those contributions in the light of how our profession functions in *today's* complex and rapidly changing society. We owe a great deal to Phil Will, and to the tireless committees under his stewardship who contributed to the guide lines he has provided us.

All of this work has succeeded in translating general problems and principles into specific action for the purpose of professional improvement leading to better service to our society. It does not seek to change the architect from professional to technician, but rather to make him more technically informed which adds greatly to his professional knowledge. We are aware now that the architect is not the only expert worker in the building endeavor, but that he is the general coordinator of building and the only one who can provide that quality of design which, throughout history, has been called architecture. His has been a leading position and we want to keep him in it.

Whenever a professional society undertakes a sweeping program of self-study and self-improvement, it naturally becomes the subject of great discussion and—as naturally—some controversy. Some of the controversy is generated by misunderstandings based on semantics. For example, we have been hearing the phrase “expanded services” in Institute conversations. This has alarmed a few members who feel that it implies changes that will turn the professional architect into some sort of broker or packager. This is not the case. Consider, if you will, the services that have been provided by many of our leading architects for many

years. There is hardly a single service mentioned in the Committee on the Profession's report which has not been provided as a matter of regular practice by many men of my acquaintance for years.

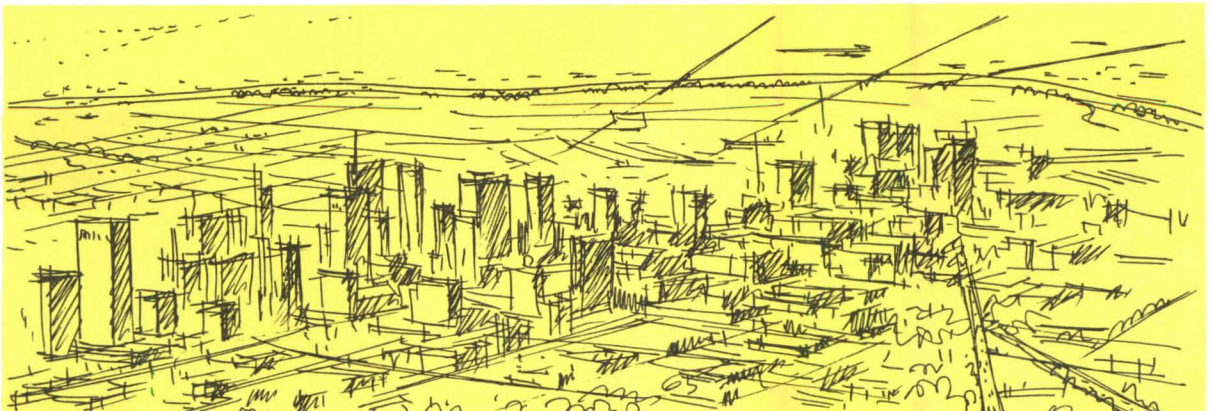
There is nothing new about making feasibility and economic studies and arranging for financing of projects, the working methods of the entrepreneur, and collaboration with planners and others in urban renewal and redevelopment projects. What is new, is the Institute's new program designed to gather, collect, and make available information on this broad spectrum of architectural practice to all members.

As a result of newly-planned seminars and informational meetings along with printed material in the *Journal* and other publications, some members might well include in their practice, additional services which they had not been able to offer to their clients previously. Some will benefit by the new information and elect to remain as they are. Those who do take advantage of these programs of education cannot help but benefit themselves, their clients and their communities. This is the real meaning in what we are doing.

Architects have been master builders since the dawn of history of man. They have been city planners since cities were first planned. We are not seeking to give the architect new tasks to do, but rather to equip him to handle the larger vocabulary of skills and knowledge required to do the tasks that have always been his. If we fail, then he must and will slip from his position of planner, designer, and building coordinator.

My predecessors have all contributed to the store of knowledge and leadership which this past administration has translated into ambitious new programs. I hope I will not be misunderstood when I say that I do not plan new programs. There is a great deal to do to consolidate the many new activities we have begun and to implement the important programs already started.

This is what we, your officers and your Board, see as our mission for the next year. ◀







Chandler C. Cohagen, President, Billings, Mont; Paul W. Drake, 1st Vice President, Summit, NJ; Ralph O. Mott, 2nd Vice President, Fort Smith, Arkansas; C. J. Paderewski, Secretary, San Diego, Calif; Earl L. Mathes, Treasurer, New Orleans, La; John E. Ramsay, Salisbury, NC; George F. Schatz, Cincinnati, Ohio; Louis C. Page, Austin, Texas, Directors; A. Reinhold Melander, Past President, Duluth, Minnesota

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## The NCARB Convention

**James H. Sadler, AIA**

*Executive Director*

► As the AIA Convention got under way in Dallas in May, delegates to the 1962 Convention of the National Council of Architectural Registration Boards were completing their 41st Annual Meeting. The NCARB Convention convened at the Statler Hilton Hotel in Dallas on May 5, 6 and 7, preceded by a full day pre-Convention meeting of the NCARB Board of Directors on May 4.

For practical purposes and through traditionally established procedures, NCARB Convention sessions are heavily concentrated on business matters principally concerning the examination of applicants for the practice of architecture and applications for reciprocal registration in additional states for the practicing architect.

Delegates to the NCARB Conventions are the members of the Architectural Registration Boards and architects serving on joint Architectural and Engineering Registration Boards in the fifty states, the District of Columbia, Puerto Rico, and the Canal Zone. These Registration Boards, as official bodies, compose the membership of the Council.

With less than 300 architects serving on the fifty-three Architectural Registration Boards, an attendance of over 100 delegates and guests at the 1962 NCARB Convention presented a very respectable representation with thirty-eight of the fifty-three Boards sending delegates.

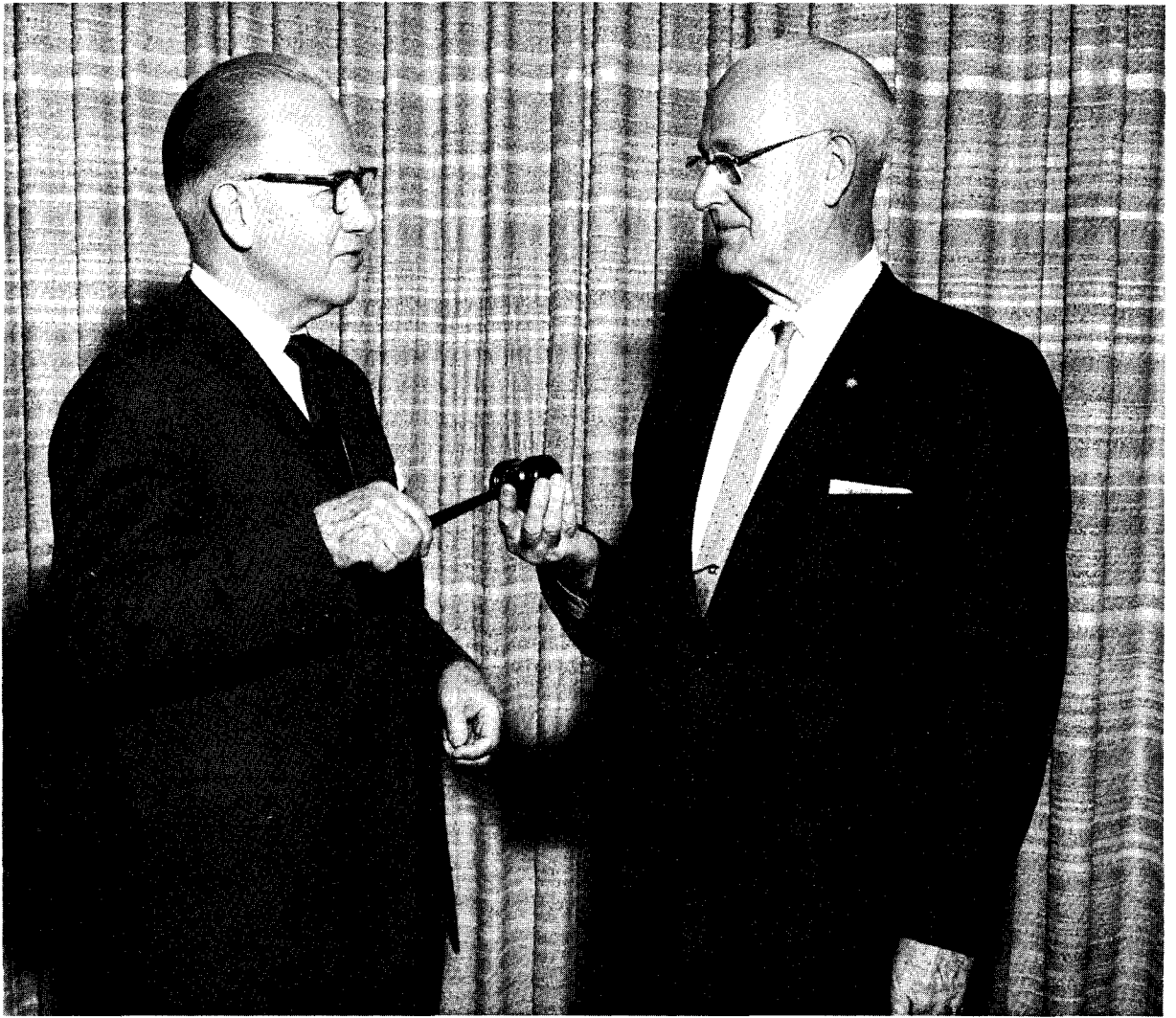
Although delegates from the Board in Hawaii have been present at many past Conventions, delegates Ernest H. Hara and Edwin L. Bauer brought a new Hawaiian emphasis to the Dallas convention of NCARB when the officers and

directors of the Council were presented with leis as the first business sessions got underway. To complement this opening gesture, orchids from Hawaii were also provided for all the ladies in attendance at the get-acquainted session on Saturday evening.

The opening business sessions recognized the difficulties experienced by the Council in recent months in expediting the processing of Council records and reciprocal applications. A steadily increasing need for the services of the NCARB had necessitated studies of procedures that resulted in the adoption of recommended changes and improved procedures that will greatly facilitate the prompt processing of NCARB applications in the future.

Reports on the response to the first annual renewals of NCARB certificates in January 1962 revealed that an unexpectedly high percentage of the certificates that had been issued by the Council since 1921 had been renewed and were in good standing.

In consideration of the fact that some of the NCARB certificate holders had not brought their Council certificates up to date for over thirty years and that over a thousand of the more than 3,000 certificate holders who renewed their certificates had not up-dated their Council records for over five years, the response to the first annual renewal of certificates revealed that architectural practices extending into several states can be anticipated to expand in the future. A very high percentage of the NCARB certificate holders predicted a future need for additional registrations by maintaining their certificates in good standing. A greatly simplified annual renewal affidavit can be used for future renewals of NCARB certificates since the first annual renewals in January of 1962



have placed all NCARB certificates in a status where the future renewals will cover only one year rather than the extremely varied renewal spans of less than one year to over thirty-five years that had to be balanced during the first annual renewals. Since basic Council procedures are established or changed only by NCARB Convention actions where full representation by the State Boards is possible, the annual renewals were reviewed in view of the reactions and responses to the procedures. The sense of the Dallas meeting was to the effect that NCARB reciprocal applications were facilitated by the annual renewals and that the regular five-year periodic reviews that were not changed when the annual renewal procedures were adopted in 1961 should remain a part of the Council procedures in maintaining an NCARB certificate in good standing, but that under normal circumstances, it would not be necessary to contact client references for future five year periodic reviews of Council certificates. However, client references will continue to be a part of the inquiry procedures in establishing an orig-

inal Council record prior to the issuance of an NCARB certificate.

A special study committee on NCARB procedures presented recommendations that will be put into effect during the next few months that will help significantly to expedite the preparation of the basic Council records.

A new Circular of Information No 3-62 was adopted by the Convention, but placed under study for refinements by the State Boards during a sixty-day period ending in early July. Formal printing of this document for wide distribution will occur at that time. NCARB Circular of Information No 3-62, which outlines current NCARB educational, training, and experience requirements and Council examination procedures, replaces the previous NCARB Circulars of Advice No 3-59, No 3-53 and No 7-57. It extends limited credit, under particular circumstances, for experience acquired prior to the termination of academic training, for experience acquired in teaching and for practice as a principal toward eligibility in the classification of the NCARB

written examination procedures for an NCARB certificate.

To counterbalance a heavy work schedule for NCARB delegates during their business sessions, social events were interspersed throughout the Convention program. At the annual luncheon on May 5 the delegates and their wives and guests heard an entertaining and informative talk by speaker Leo T. Zbanek, Chief of the Facilities and Construction Division of the National Aeronautics and Space Administration's Manned Spacecraft Center in Houston, Texas. Mr Zbanek spoke on the architect's role in the space program, and after his talk he answered questions from the audience ranging from his opinion on fallout shelters to what the limitations may be in regard to materials for future construction on other planets.

A get-acquainted session on the evening of May 5 was a well-attended and stimulating social event at the Statler Hilton Hotel.

Before completing the Convention with a lively western party on Monday evening that was planned by the members of the Texas Board of Architectural Examiners, the NCARB delegates participated in an interchange of mutual problems and recommended state Board procedures during state-level discussions on Monday morning May 7.

Another important item of discussion during the final business session on May 7 consisted of a detailed report from the NCARB Committee on Examinations concerning the two NCARB objective-type examination sections that have been discussed in Council articles in the *AIA Journal* during recent months. An encouraging analysis of the effectiveness of these examinations, by the Educational Testing Service of Princeton, New Jersey, was included in the report of the Committee on Examinations.

After several years of discussion during past NCARB Conventions about a possible relocation of the Council offices, the 1962 Convention approved that the Council offices be moved to Washington, D C when satisfactory arrangements can be worked out. Due to the present workload at the Council offices, existing lease commitments in Oklahoma City, and a deep concern that the approved move not affect the already strained position of the Council in attempting to take all possible steps to expedite the processing of Council records and applications, this move will not occur immediately. Those NCARB applicants, record holders and certificate holders reading this article who will have correspondence with the Council offices during 1962 are urged *not* to direct correspondence to any address other than the present Council office address at 418-424 Commerce Exchange Building in Oklahoma City until they receive notice of a new address from the Council offices or a new address is published in the *AIA Journal* and other architectural publications.

At the final business session of the 1962 NCARB Convention the delegates elected a new slate of Officers and Directors for 1962-63. Leonard Bailey of the Oklahoma Board presided at the installation of the following new NCARB Officers and Directors who will serve until the 1963 Convention of the NCARB: Chandler C. Cohagen, President, Billings, Montana; Paul W. Drake, 1st Vice President, Summit, New Jersey; Ralph O. Mott, 2nd Vice President, Fort Smith, Arkansas; C. J. Paderewski, Secretary, San Diego, California; Earl L. Mathes, Treasurer, New Orleans, Louisiana; John E. Ramsay, Director, Salisbury, North Carolina; George F. Schatz, Director, Cincinnati, Ohio; Louis C. Page, Director, Austin, Texas; and A. Reinhold Melander, Past President, Duluth, Minnesota. ◀

COMING IN THE AUGUST JOURNAL

*Danish Buildings in the Virgin Islands*

A picture-story, from Historic American Buildings Survey sources, of the eighteenth-century buildings on the US island possession  
*Rx: Surveillance and Review*

Grady Clay

The Editor of *Landscape Architecture* warns architects and planners of the need for constant criticism, including self-criticism, of their work

*The Dilemma of Modern Architecture*

Henry Hope Reed Jr

Is modern design really built on a sound foundation?

*Sketches by Charles Blessing AIA, AIP  
Architecture for Eight-Year-Olds*

Arthur Fehr FAIA

Public relations begins in the schools

*Housing for the Elderly—Site Selection*

George E. Kassabaum, AIA

The Chairman of the AIA Committee on Housing for the Elderly writes the first of a series on planning this special building type

*The Architect's Guide to Surgical Infection*

Robert Hyde Jacobs Jr, AIA

First of three articles on the hospital operating suite, comprehensively covering causes of wound infection

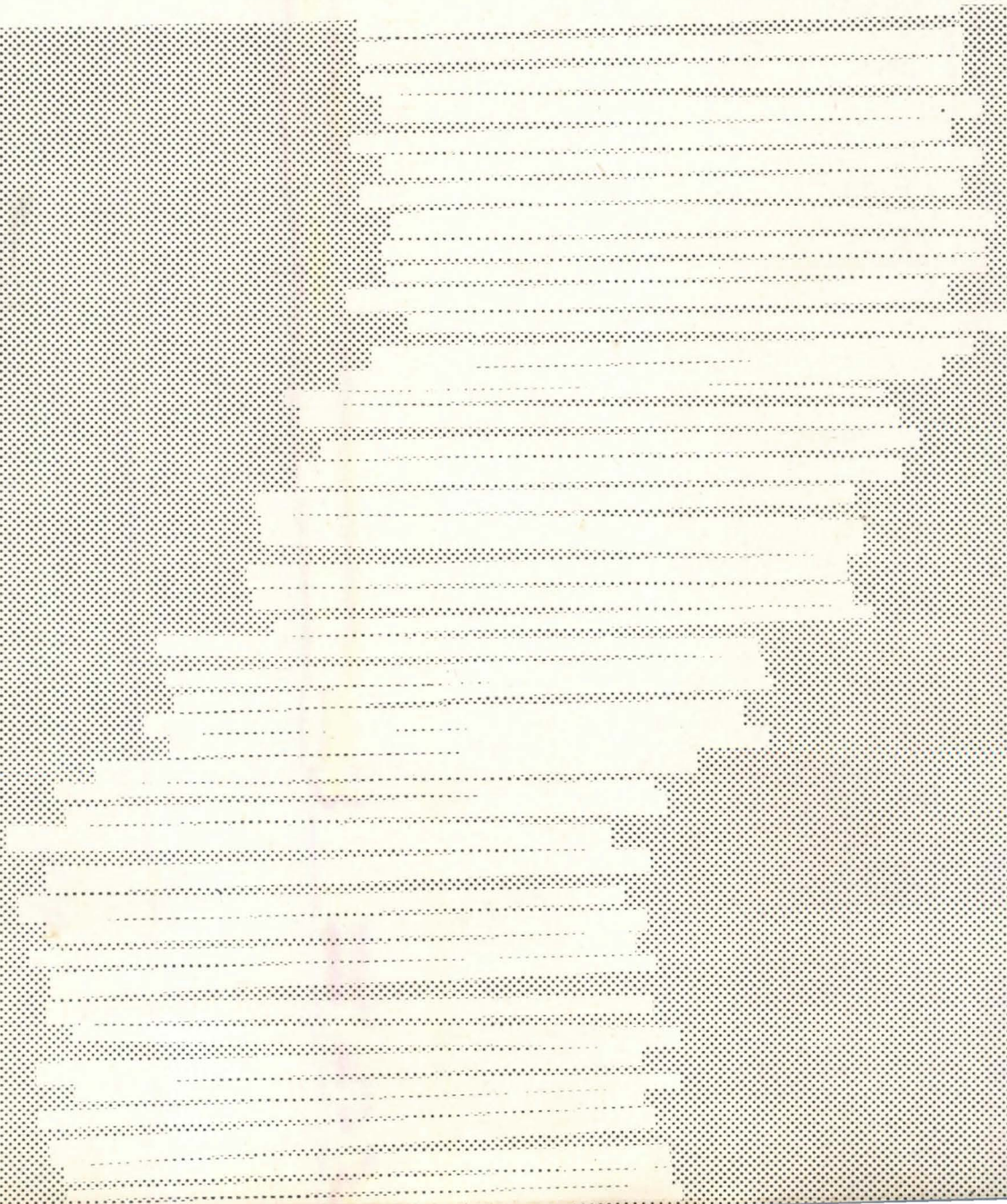
# Convention Personnel

<i>Recorder</i>	Philip Douglas Creer, FAIA
<i>Alternates</i>	George F. Pierce, Jr, FAIA; John Stetson
<i>Credentials Committee</i>	Howard Eichenbaum, FAIA; U. Floyd Rible, FAIA; Albert L. Haskins, Jr
<i>Alternate</i>	Paul B. Brown
<i>Ex Officio</i>	J. Roy Carroll, Jr, FAIA
<i>Resolutions Committee</i>	R. Max Brooks, FAIA; John H. Pritchard, FAIA; Donald J. Stewart, FAIA; Linn Smith, FAIA; I. Lloyd Roark, Jr
<i>Alternates</i>	Marcellus Wright, Jr, FAIA; Herman C. Light; Herbert C. Millkey, FAIA
<i>Host Chapter Committee</i>	Ralph Bryan, FAIA, Chapter President; Roscoe DeWitt, FAIA, Chairman; Thomas D. Broad, FAIA; Howard R. Meyer, FAIA; Herbert M. Tatum, FAIA; Jack Corgan; Grayson Gill; George F. Harrell; Harris A. Kemp; Enslie O. Oglesby, Jr; Temple Phinney; Max M. Sandfield; George W. Shupee; Downing A. Thomas; John Harold Box



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## Road Signs

by Wolf Von Eckardt



► “One-way” in Italian is *solo andata*. In French it’s *à sens unique*. The German is *Einbahnstrasse*.

But you needn’t worry if these words should slip your mind by the time you find yourself behind a wheel in Europe. For all Old World countries use the same attractive, conspicuous and delightfully obvious traffic symbols. One gets used to them so quickly, in fact, that one tends to overlook their superb and ingenious design.

The basic system is simplicity itself: Circles mean *prohibito*, *interdit*, *verboten*. Anything that’s red applies to motorists, blue to everyone, and other colors to such diverse other creatures as pedestrians, horseback-riders or bicyclists. If there’s a white bar in a red circle it means you’re going the wrong way on a one-way street. If there’s a car, truck or whatnot in the red circle, the whatnot can’t go. If it’s in outline, it can’t go Sundays or holidays. If it has 3.5t underneath it, don’t worry as you are not likely to weigh more than three and a half tons unless you have more than one wife and came by boat. The red car passing the black car means it shouldn’t.

Triangular signs are merely warnings. The vertical bar in them means danger in general. A bump means a bump, a narrowing road means a narrowing road and a skidding car means it can happen to you. The graceful deer, puffing locomotive, indifferent pedestrian or determined children mean that such nuisances might interfere with your ambition to get to the Piazza San Marco, Ronchamps or the Cologne Cathedral before it gets too dark for color pictures. Three bars under the locomotive means you have three hundred meters before it is apt to hit you. It’s all very graphic, isn’t it?

The square signs, generally in blue, are FYI—for your information only. The red cross, ever since Henri Dunant, Clara Barton and the Geneva Convention, means, of course, first aid. The P means you can park if no one got ahead of you.

It all started when the first English motorists were required to have a pedestrian, waving a red flag, walk ahead of their stammering new contraptions. By 1903 the authorities relented and, with the Motor Car Act, decreed a system of uniform road signs instead. The automobile clubs of England, France and Germany refined these and the first European agreement on international road signs was signed, after long deliberations, on October 11, 1909. The old League of Nations and, more lately, the European Economic Council of the United Nations, adopted them. Added to and refined as needed, the symbols have, I am told, worked extremely well.

I have not been told, however, just why we in the United States keep relying on our unholy clutter of often hard-to-read, naive and ugly legends. I guess it’s because we all read the same language and are verbally so literate that we can afford to be graphically illiterate. Yet, now that the government is officially encouraging foreign tourists to bring their gold to our shores, it, or the American Automobile Association, or somebody, might look into the matter. The proverbial pictures replace a whole dictionary in one, safe flash. And these handsome graphic symbols would also help improve our total, man-made environment, if you’ll pardon the cliché. ◀