Building: First International Building, Dallas, Texas, completed and occupied late 1974. Architects: Helmuth-Obata & Kassabaum, Inc., Harwood K. Smith & Partners, Inc., Dallas; Consulting Engineers: Ellisor & Tanner, Dallas; General Contractor: Henry C. Beck Co., Dallas; Fireproofing Contractor: Carpenter Plastering Co., Dallas.

Why Zonolite® Monokote® fireproofing is as basic as the steel it protects.

The optimum fire protection system still remains the subject of much research and debate. But one fact is recognized: no matter what combination of sprinklers, smoke detectors and other devices are used, there should be no trade-off in basic structural protection. Zonolite® Monokote® fireproofing provides the basic protection needed to maintain the structural integrity of your building.

- ☐ Monokote protects steel columns, beams and decks, which can buckle and fail at 1100° F, and minimizes the chance of costly structural steel repairs.
- ☐ Monokote helps contain fire by minimizing the passage of heat through steel decks and concrete floors.
- ☐ Monokote becomes an integral part of your structure, sheathing supporting members with a permanent, durable, protective, monolithic surface.
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Monokote is a proven product, backed by the long and extensive fireproofing experience of W. R. Grace & Co. For complete information on fireproofing that is as basic as the steel it protects, contact your local Zonolite Monokote representative or write Construction Products Division, W.R. Grace & Co., 62 Whittemore Avenue, Cambridge, Massachusetts 02140. In Canada, 66 Hymus Road, Scarborough, Ontario M1L 2C8.

GRACE

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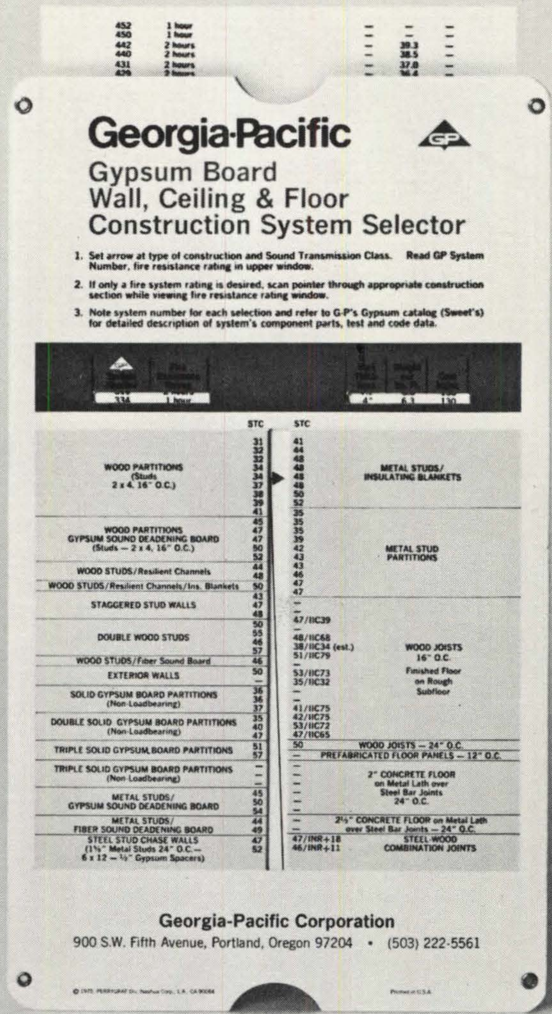

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So, finally, you can have the information you need at your fingertips. This handy little time-saver couldn't be easier to use. Just set the indicator at the STC rating required for the specified wall (all common wall types and ratings are listed). Figures in the upper windows tell fire-resistance rating, partition thickness, weight per square foot, cost index, and the G-P system number. To find wall system components, look up the system number in our gypsum catalog. (Our catalog is also in SWEET'S.) The back of the calculator lists addresses and phone numbers of G-P distribution centers that carry a complete line of quality gypsum products for wall systems. Mail the coupon for your free calculator (we'll also send you a free gypsum system catalog). It will save you time and effort. And isn't it about time you had things easier?

Gentlemen:
I specify gypsum systems. Please send me a free gypsum calculator and 1976 gypsum catalog.

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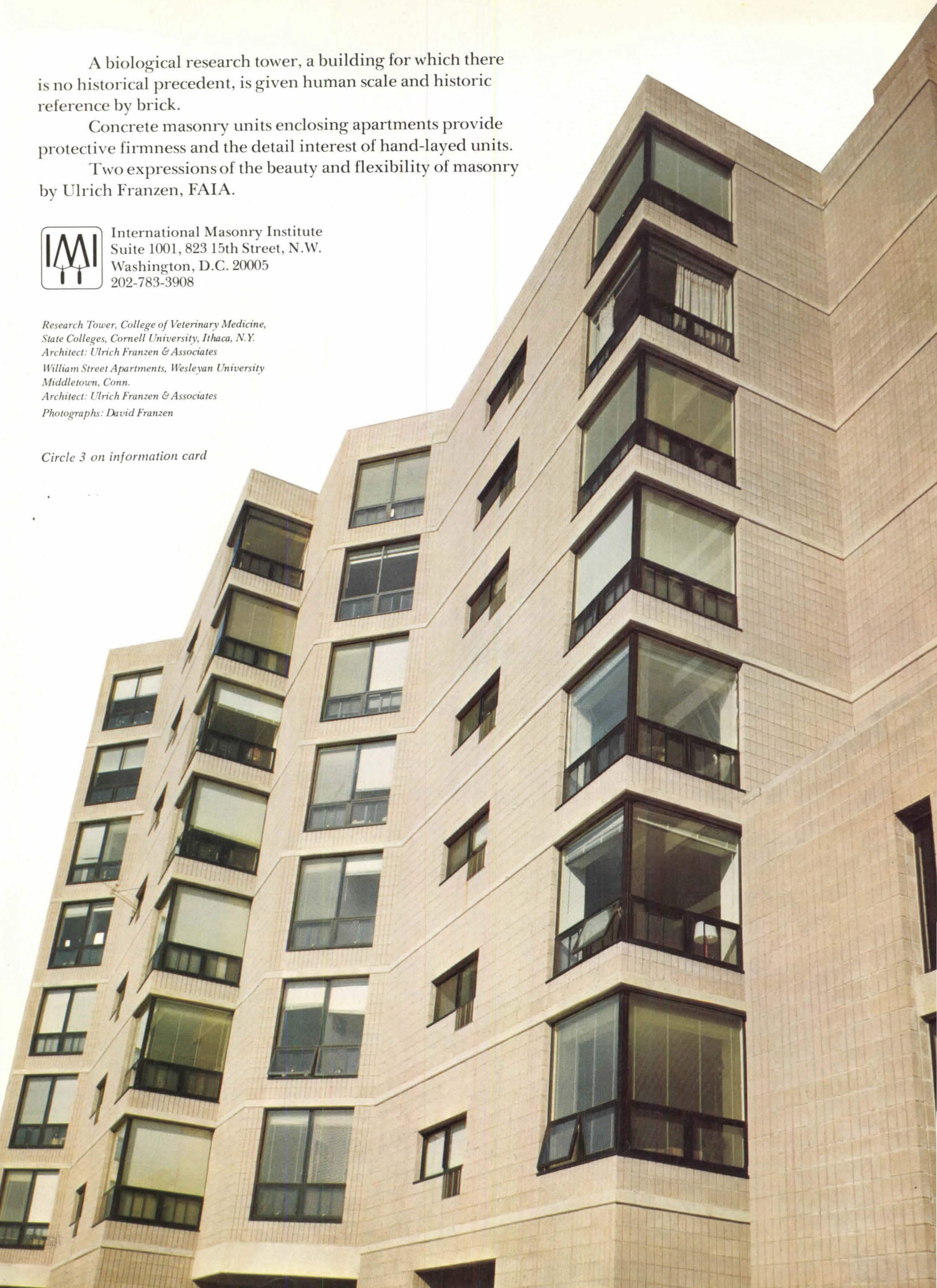
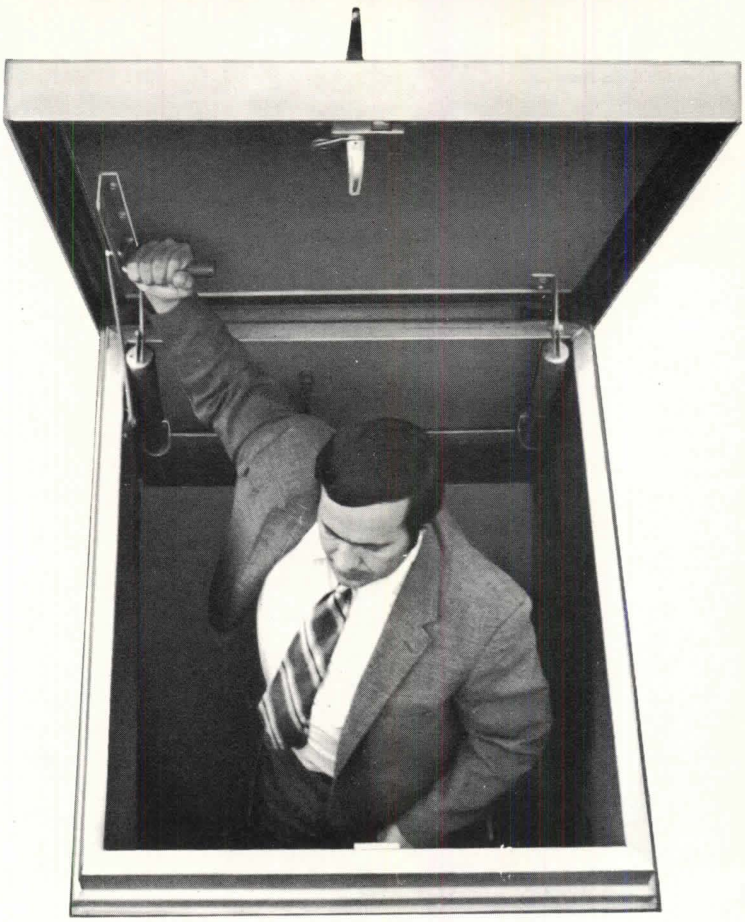
Expressions in Masonry

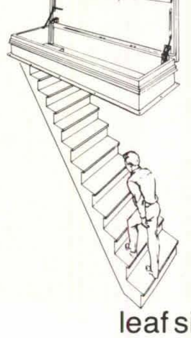


The single-handed roof scuttle.



Your best way out.

For ladder access to the roof, a Type "S" Bilco Scuttle is always your best way out. It's compression spring operators literally float the cover upward, where it locks automatically in the open position. When descending, you enjoy the safety and convenience of the operating handle. With one hand securely on the ladder, it gives you effortless control in bringing the cover to its closed and latched position.



The combination of this patented feature, rugged heavy-duty construction, and fine workmanship has firmly established the Bilco Scuttle as the finest product of its type. Standard sizes in steel or aluminum for ladder access, ship stairs or normal stairs always in stock for prompt shipment. Special sizes available in single leaf and double leaf sizes, all designed for easy operation and long, trouble-free service.

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AIA JOURNAL

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VOL. 65 NO. 8.

Owens-Corning tells why you
this unusual picture next time

The concept of open offices is gaining acceptance *quickly.* No wonder.

Both owners and architects are drawn to their airy, sweeping good looks. To the improved communications and increased efficiency they promote for workers. And to their astonishing economy of 50 cents vs. roughly 15 *dollars* per square foot for inevitable alterations to meet shifting work patterns.

But here's a word of caution. Plant our outlandish basketball "office" firmly in your mind. Because unless you base your design on *acoustics,* as well as aesthetics, you may never hear the end of it.

More than one open office has had to be modified—embarrassingly and *expensively* torn apart, baffled, receilinged, or refurnished—in order to achieve *workable* sound levels.

Owens-Corning has helped pioneer the development, testing, and matching of open-office components. Look over these highlights of what our experts have learned. Then call on us for *all* the details and *all* the components of a *successful* open-office system.

The ceiling.
Handsome is as handsome does.

The ceiling is the single most important acoustical component in an open office. It should absorb, not reflect, sound. A perfect ceiling would have the same

*T.M. Reg. O.-C.F.

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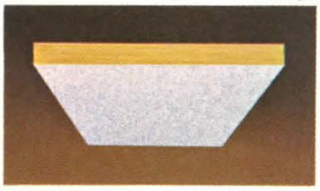
should remember you design an open office

sound attenuation as the open sky—a Noise Isolation Class (NIC) rating of 23.

An independent acoustical testing laboratory examined eight ceilings, including costly coffered



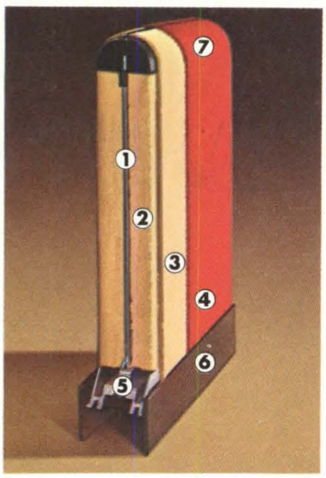
and baffled systems. Their verdict: Owens-Corning's Nubby II Fiberglas* Ceiling Board, in any standard exposed grid suspension system, is *best* for achieving speech privacy at economical installed cost. In these tests, Nubby II was the *only* ceiling board with an NIC′ as high as 20 in a flat configuration.

Some architects prefer the look of ceilings with *concealed* grids. Caution: As yet, *no* such ceiling provides the minimum NIC performance necessary to achieve satisfactory acoustical privacy in an open office.

In this league, handsome is as handsome *does.*

Acoustical screens. "Don't just stand there. Do something."

The sound screen, visual symbol of the open office, offers flexibility, economy, personal privacy, and acoustical control. It has *two* acoustical *functions.* First, to block direct sound transmission from one work zone to another. Second, to absorb sound, reducing flanking reflections into adjacent zones. Owens-Corning's sound screen is the *most* effective screen available. Its engineering features include:



1. A metal septum—to block sound transmission.

2. One-inch Fiberglas core on each side of septum—to absorb sound.

3. Sturdy special Fiberglas sound diffuser (Glastrate)—for abuse resistance.

4. Stain-resistant Dacron® Polyester fabrics. These fabrics are washable, colorfast, and fire-retardant (Class 25).

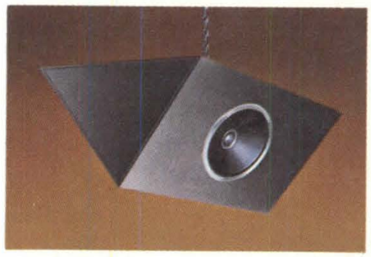
5. Extruded aluminum frame, fastened to septum—for strength and stability.

6. Painted anodized aluminum kickplates—for additional abuse resistance.

7. Top and side radii designed to minimize sound defraction over edges.

Masking sounds. The sounds of silence.

Even the finest acoustical ceilings and screens cannot do the whole job of providing speech privacy. An electronic sound masking system of speakers,



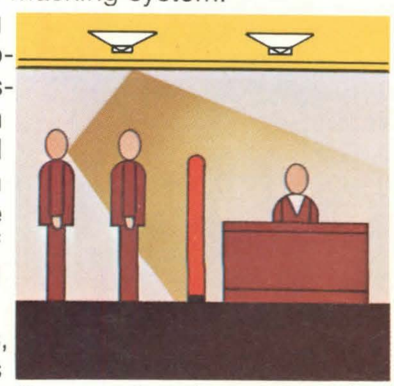
installed in the plenum, is necessary.

This sound must be unobtrusive—and *uniform.* Even at a few decibels above the desired $NC_{40} = 40$ rating, the masking sound causes people who are working in the office to begin raising their voices, defeating the whole purpose of the masking.

Owens-Corning's experts can recommend a background masking system that meets these requirements.

Owens-Corning system gets it all together.

For the open-office concept to be successful, the ceilings and screens must be tuned carefully to work *together,* and *with* the masking system.



Owens-Corning will be happy to provide you with all necessary information on achieving acoustical control in your open office. Or to guide the development of the whole acoustical system for you.

Write E. W. Meeks, Building Products Operating Division, Owens-Corning Fiberglas Corporation, Fiberglas Tower, Toledo, Ohio 43659.

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Revised Senate Tax Bill Encourages Preservation Of Historic Structures

Under present tax laws, the owner of a historic structure is encouraged to wreck the building and replace it with a new one. He may deduct the cost of demolition. He also receives other tax advantages, such as accelerated depreciation on a new structure which is not permitted in the rehabilitation of an old building. Also, many zoning laws permit the erection of a larger building, making it more profitable than a rehabilitated structure.

Since 1973, Sen. J. Glenn Beall Jr. (D-Md.) has been urging a change in tax policy that would encourage rather than discourage the preservation of historic buildings. He recently introduced an amendment (no. 1905) to the Tax Reform Act of 1976 (H.R. 10612), which is similar to legislation he introduced in Feb. 1975.

There are some changes in the new amendment, one of which extends its coverage to include structures sited in a certified historic district and another which places a five-year termination on the legislation's provisions to allow for review. There is indication that Treasury Secretary Simon will support the legislation in its corrected form. A first successful step on acceptance of the amendment came on July 29 when the Senate voted to accept its inclusion in the overall tax bill.

The proposed legislation would add a new section to the Internal Revenue Code which would provide that "no deduction would be allowed for amounts expended in the demolition of a registered historic structure, or for the undepreciated cost of such a structure." Also, the legislation would "limit depreciation to the straight-line method in the case of buildings constructed on sites which were formerly occupied by demolished historic structures." It would permit rehabilitation expenses to be deducted from the owner's current income over a five-year period. And the legislation would allow a charitable tax deduction for easements granted to a public agency or nonprofit organization for conservation purposes. "Conservation purposes," the legislation states, "mean the preservation of open land areas for public outdoor recreation or education, or scenic enjoyment; the preservation of historically important land areas or structures, or the protection of natural environment systems."

Sen. Beall said that the bicentennial "is the perfect time for the Senate to approve this measure. The Historic Structures Tax Act will do more than simply preserve historically significant buildings; it will also help to strengthen our sense of history and nationhood while helping to make our cities more diverse and livable."

In 1973, the AIA board of directors evidenced its support of Beall's recommended legislation in the form of a resolution.

'Japan's Williamsburg' Gets Part of Wright's Imperial

Frank Lloyd Wright's Imperial Hotel, completed in 1922, managed to survive a devastating earthquake and World War II's incendiary bombs, but it could not withstand Tokyo's pollution, subway system, increased land values and industrialization. Although a "save the hotel" campaign was mounted by Japanese architects and others, the building was demolished in 1968.

Now a small part of the old Imperial has been rebuilt and opened to the public at the open-air Museum of Meiji-mura in Inuyama, Japan. The museum, a Japanese-style "Williamsburg," is dedicated to the preservation of structures built in Japan in the Meiji era (1868-1912) when that country opened its doors to Western countries after long isolation. The museum now contains 47 buildings, some built, as the Imperial was, in the Taisho era (1912-1926).

Only the main entrance, lobby and pool, less than one-sixth of the Imperial Hotel, have been restored. And there has been no interior restoration. At the time of the Imperial's demolition, some of its Oya stone, used in lintels and arches, and scratched tile were transported to Meiji-mura. There the materials lay untouched until 1970 because of lack of funds.

The first restoration plans included the use of the old stone and tile, but only a part of these materials could be used because of damage and discoloration. The old that could be used has been incorporated into the restored building's left wing. For the right wing, new artificial stone was made from precast concrete, and new tiles were scratched by machine.

Masami Tanigawa of Japan's Frank Lloyd Wright Association, to whom we are indebted for the information about the restoration as well as the illustrative materials here, says that "it may be the Japanese sentimentality to find the new materials not elegant."

Tanigawa also reports that steel and concrete were used in the restoration "in a quite different way" from the method used by Wright, "which was not very rational," although the Imperial did escape damage in the great earthquake of 1923.

Wright worked on the Imperial from 1915 to 1922, putting into it his creative genius. But the Imperial was a "disposable treasure," as critic Ada Louise Huxtable once said. It is good news, then, that at least a part of this monument to two cultures endures.

Ohioan's Plan Wins Prize

Ralph E. Johnson, associated with the architectural firm of Kellam & Smith in Columbus, Ohio, has won the $10,000 first prize in a competition for the design of a 50-acre community called Biscayne West near Miami.

Entrants were asked to design a community of 7,000 residential and ancillary facilities for a site near a new park.

The $5,000 second prize was awarded to the team of A. James Gersich, Gary Kastner and Thomas Reuter of LaCrosse, Wis. The $2,000 third prize went to a

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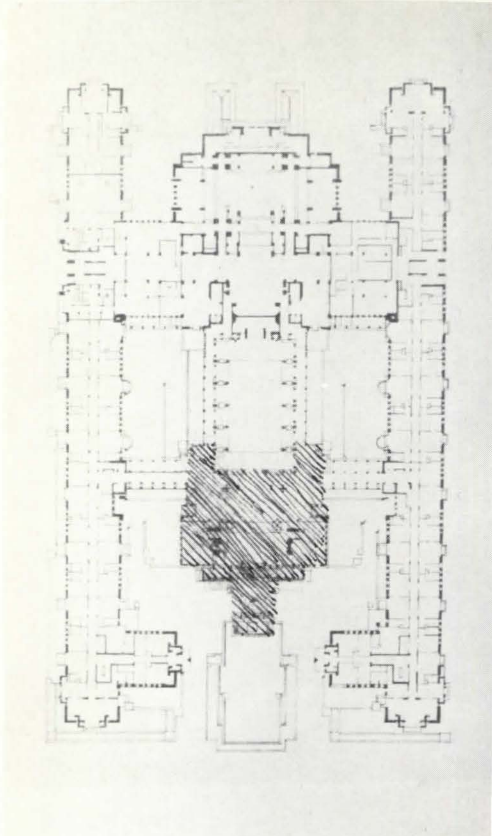
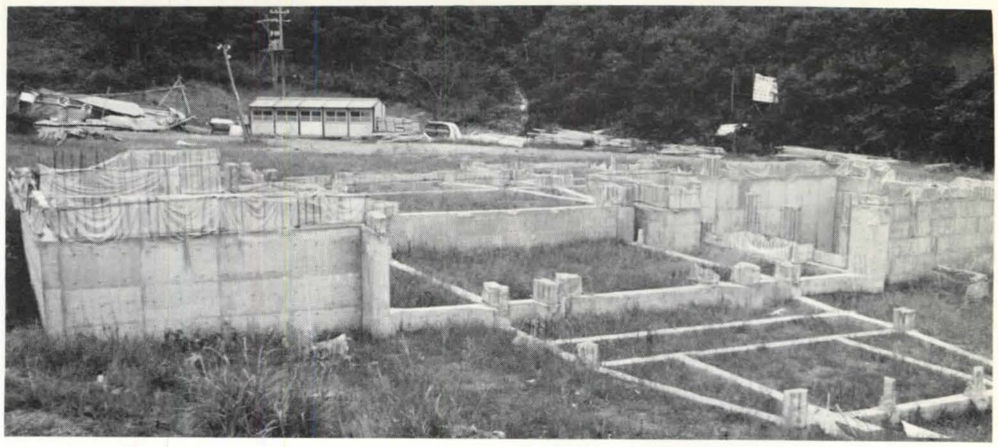
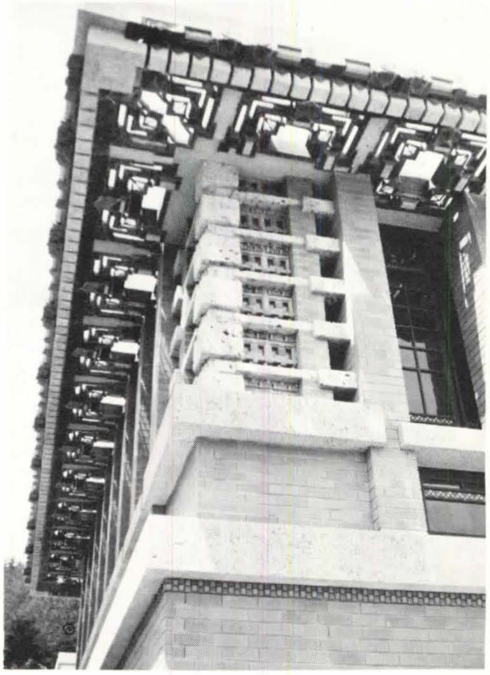
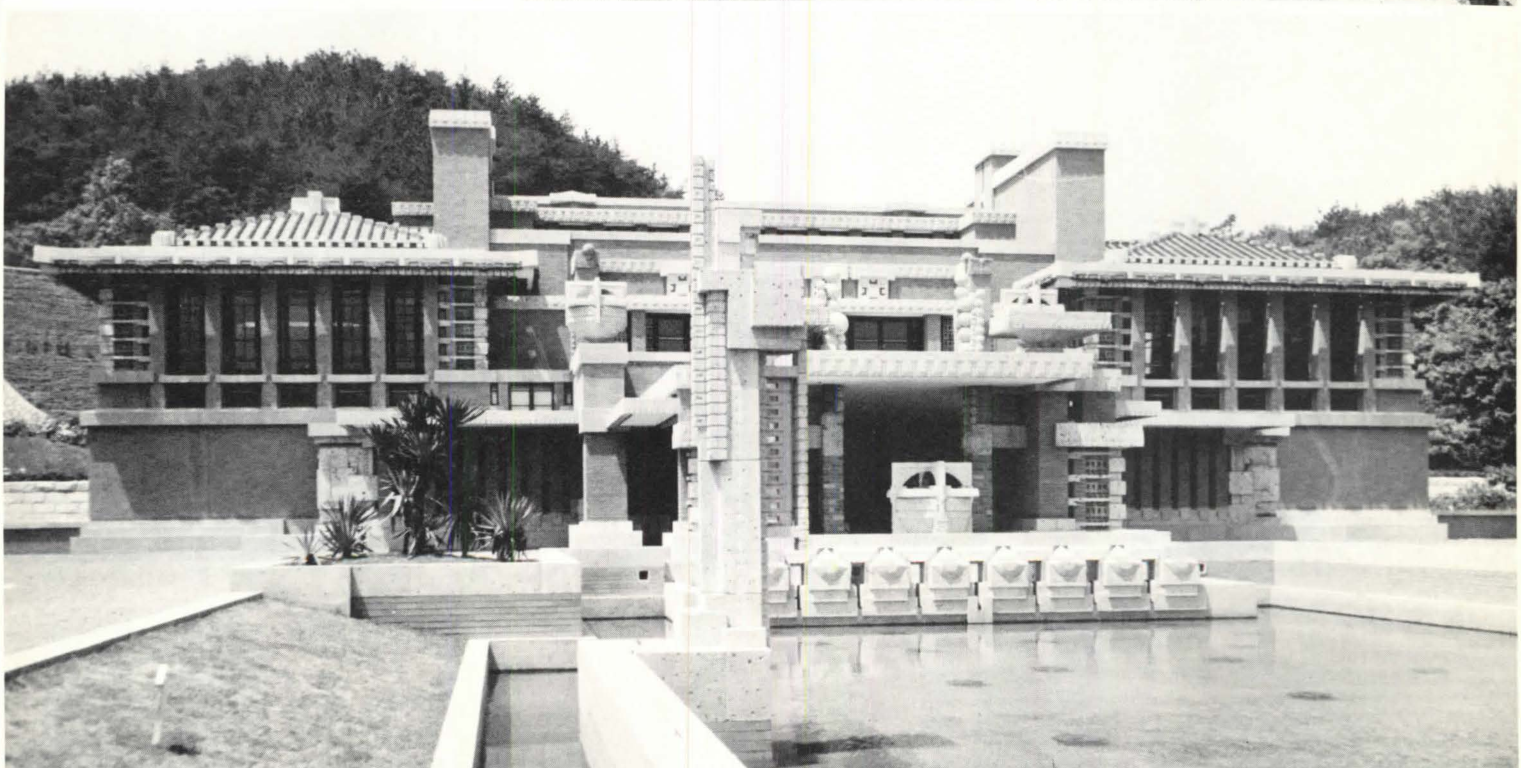
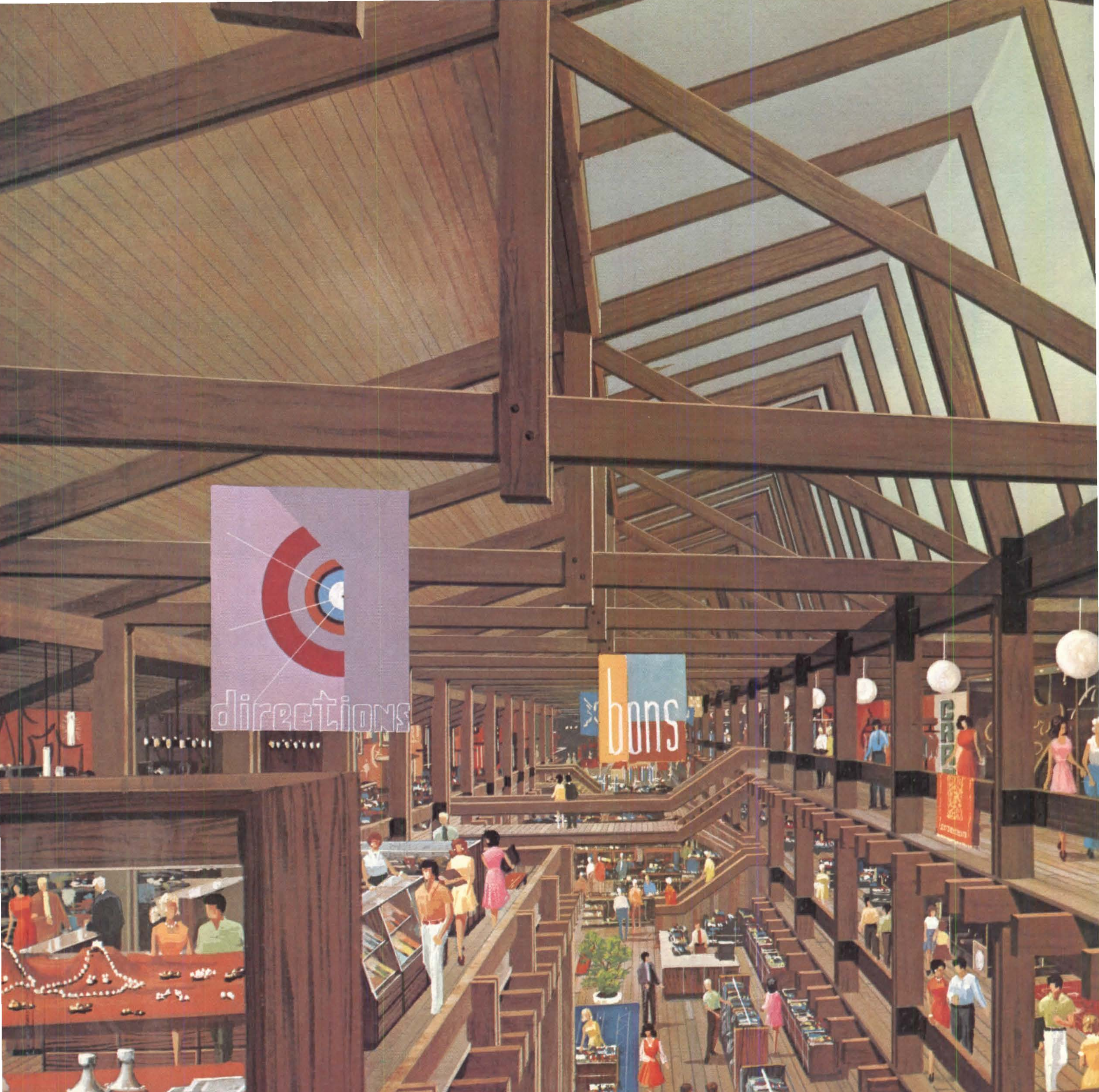




(1) Plan of the old Imperial Hotel in Tokyo, with shaded portion indicating area of restoration at the Meiji-mura Museum in Inuyama, Japan; (2) foundation being laid for restoration, Sept. 1972; (3) and (4) restoration details showing use of old and new materials; (5) completed restoration, May 1976.



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ARUBA

Going On from page 8
team headed by William Kirby Lockhard of Tucson, Ariz. The $1,000 fourth prize was won by Darryl William Scherba and Michael D. Miller of Cleveland. Twenty teams were cited for honorable mention.

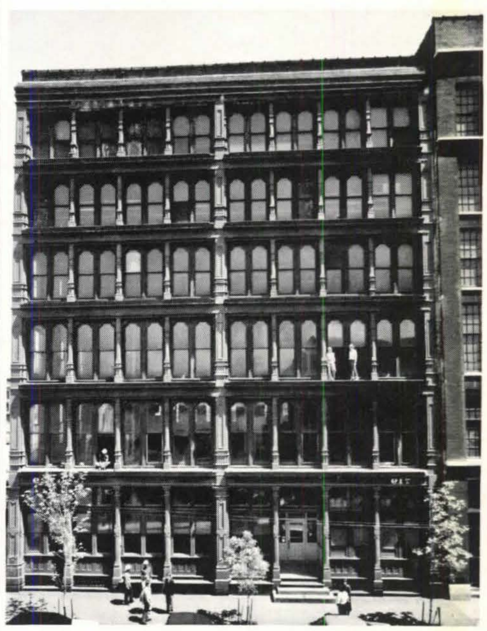
Jurors for the competition, in which 103 persons from 20 states participated, were George Acton, AIA, director of planning for the city of Miami; Paul Rudolph, FAIA, of New York City, and Harry Weese, FAIA, of Chicago.

Big Iron-Facade Building Being Restored, Recycled

The largest structure with a cast-iron facade ever erected in St. Louis, a six-story building on North Front St., is being renovated into a modern office and retail complex at the cost of about $1.8 million.

The building, designed by Frederick W. Raeder and constructed in 1874, is sited in the historic downtown waterfront area known as Laclede's Landing near the Eads Bridge and the gateway arch. Its renovation is the first undertaking for the renewal of the last surviving sector of St. Louis's 19th century downtown waterfront. The building has been renamed Raeder Place in honor of its designer.

The first phase of restoration, to cost about $1 million, will involve 50,000 square feet. The second phase, expected



to begin within three years, will cost an additional $800,000. When fully restored, the six stories will contain a total of 110,000 square feet, including a 13,000-square-foot restaurant on the lower level. The first tenants are expected to move in in October.

Restoration architects are Cohn/Thomson Associates. The firm will occupy 1,300 square feet of space in the building. Another major tenant will be Knoll International. Kimble A. Cohn, AIA, a partner in the firm, describes Raeder Place as a "model of urban conservation. It will demonstrate the economic advantages and community benefits of making new use of older buildings."

The east facade of the structure, said to be "the most elaborate example of cast-iron construction surviving in the Midwest," will be restored to its original condition, and a massive cornice that was removed more than 50 years ago will be replaced. Ornamental cast-iron columns, heavy timber girders and beams and exposed brick walls in the building's interior will be dramatized. "Our objective," says Cohn, "is to preserve the rugged charm and utilitarian character of the building, while complementing it inside with contemporary uses of color, glass and texture."

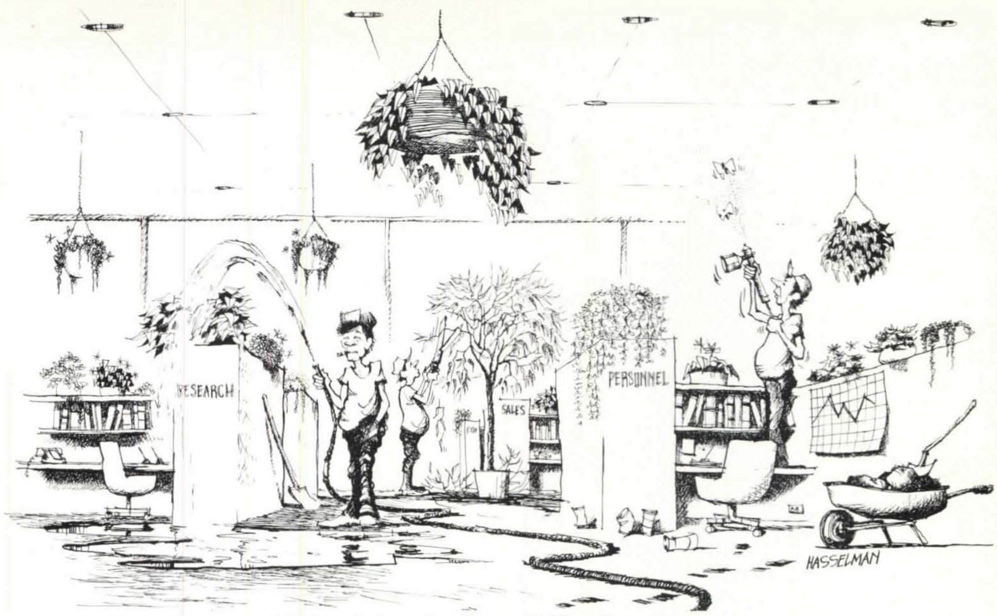
AIA Asks Wide Support For Energy Conservation

AIA placed a full-page advertisement in the *Washington Post* recently, inviting citizens to join in its crusade for energy conservation in buildings, and urging support of legislation now in conference that would authorize development of energy standards for new construction and federal loans and subsidies to building owners to help pay for energy-saving equipment and design.

"No single institution or profession should or could carry out this strategy singlehandedly—or even try to dominate the process," the ad stated. "But AIA is ready and eager to coordinate the effort. We have no illusions that our extensive research and careful deliberations contain the last word on energy conservation in the built environment. We're interested in other ideas; we have more of our own to share," the ad said.

AIA commended the Senate for its approval of a bill aimed at stimulating the application of known techniques to reduce energy now wasted in the built environment. It urged "every American who still believes there's an energy crisis" to press for quick affirmative action on the bill by a Senate-House conference now in session.

The ad cited AIA's two-year study which indicates that the retrofitting of existing buildings and using energy-saving measures in new structures could save the equivalent of 12.5 million barrels of oil per day by the year 1990. The ad said that more is needed than the legislation before Congress. "Successful execution of a national policy will require the cooperation of that broad segment of the economy responsible for the built environment—financial institutions, developers, the building trade unions, engineers, the designers and manufacturers of building materials and, of course, architects. It will also require the enthusiastic support of the federal establishment, beginning with the White House."



Maintaining the Open Office Landscape

Meanwhile, response to the advertisement has been gratifying. AIA's public relations department has filled hundreds of requests for additional information. The AIA campaign for energy conservation in the built environment has been commented on in many newspapers, including the *New York Times*, the *Christian Science Monitor*, the *Miami Herald*, the *Oil Daily* and the *Houston Post*. And Senator Edward M. Kennedy (D-Mass.) expressed his support of AIA's recommendations, saying that the Institute's endorsement of energy conservation "is very encouraging." He asked for "unanimous consent" to have the advertisement printed in the *Congressional Record*, which was done on June 24. AIA officials have scheduled interviews with the media in cities across the nation in the coming months and, undoubtedly, further response will be forthcoming as a result.

Design/Build Ruled Out For Indiana Public Schools

Theodore L. Sendak, attorney general of Indiana, recently expressed an official opinion on the legality of the design/build/bid project delivery system for public school construction in that state. He said that a public school corporation "must follow the public competitive bidding requirements" found in Indiana law. "Accordingly, a public school corporation is prohibited from using the 'design-build' process because that process, in effect, bypasses competitive bidding safeguards required by law."

Sendak said that "bidding on a school building project can only be truly competitive when bids are based on one specific standard. That constant factor cannot be present where bidders prescribe their own specifications."

The opinion of the attorney general was sought by the Indiana Society of Architects/AIA through Leslie Duvall, a state senator. Stanley J. Dziacko, AIA, chairman of the society's committee on architecture for education, said that the group's primary concern about design/build is that "it is capricious in nature and invites too much trade-off in the building process. We saw the process as being very much of a problem for school corporations because of its inconsistencies in the comparison of bids with only sketchy specifications being furnished. And we felt that the school

continued on page 58

Employment Exchange

Positions Available:

Executive manager, expanding Southern architectural firm. Responsibilities include production monitoring system, personnel development, contract preparation, computer orientation. Send confidential résumé, salary requirements to Employment Exchange, AIA Journal. Interviews developed.

Architectural director, assistant professor. Required: MA in architecture or related field; architectural registration; experience with community groups. Salary negotiable; deadline, Sept. 1. Community Design Center Search Committee, University of Colorado, 1100 14th St., Denver, Colo. 80202.

Teaching position (design/theory). Equal opportunity employer. Write Patrick Quinn, AIA, School of Architecture, Rensselaer Polytechnic Institute, Troy, N.Y. 12181.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AIA JOURNAL

With this issue, we introduce a major new strain of JOURNAL content, postoccupancy evaluation of individual projects. Sometimes we will draw upon evaluations which already have been undertaken under other auspices, as we do in the first three articles in this issue. But mainly we will conduct or commission them on our own, as we will begin to do in the September issue.

In either case, we will wait until buildings have been up long enough to stand the test of use; we will place strong emphasis on user reaction, and we will link the outcome to the initial design process and premises.

We have no intention of picking on obvious failures; the works chosen for evaluation need not be totally successful, but they will have to be serious architectural efforts.

Our motivation is mainly the belief that the profession can learn from both its accomplishments and mistakes—and also from the ways each came about. It is also the belief that architectural journalism can use a new dimension—one that goes beyond presentation of buildings fresh out of the ground into analysis of the evolution and use of buildings. *D.C.*

Evaluation: The Wonders And the Workings of Saarinen's Deere & Co. Headquarters

Donald Canty

Postoccupancy evaluation of buildings can take many forms, ranging from rigorous social scientific examinations to individualistic and impressionistic critiques.

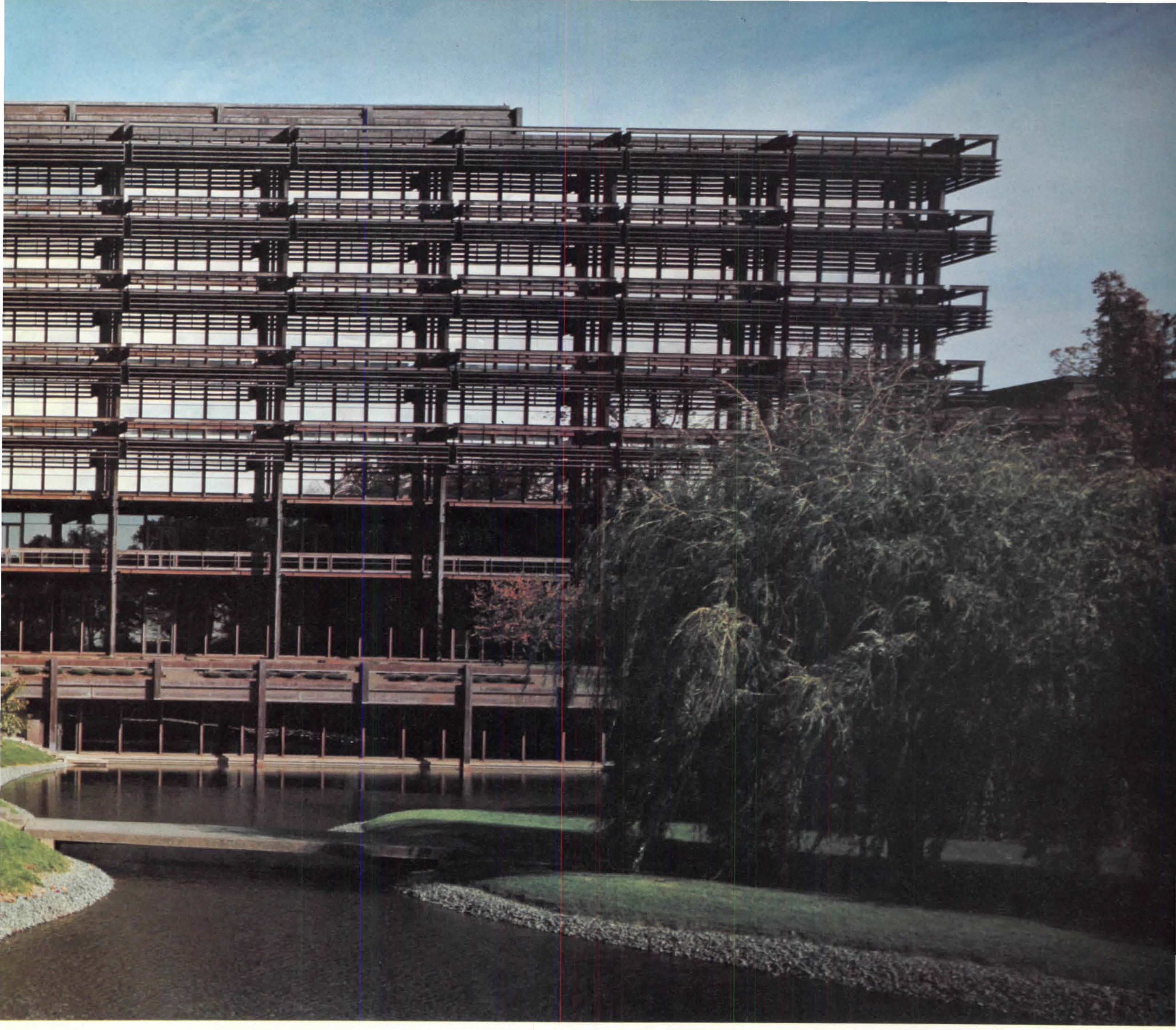
Twelve years ago, just as the building was being completed, well-known anthropologist Edward Hall *(The Hidden Dimension)* and his wife Mildred Hall undertook an evaluation of Eero Saarinen's headquarters building for John Deere & Co., Moline, Ill., returning to it regularly over the ensuing five years to interview company officials and employees.

The results, now published in the form of a report entitled "The Fourth Dimension in Architecture: The Impact of Building on Man's Behavior" (Sunstone Press, Santa Fe, N.M.) fall somewhere between the poles ascribed above. In part, the report is an account of how the building works in the view of its users (their reviews are mixed); but it is also a eulogy to the building by the Halls and an argument that superior architectural design can pay significant corporate dividends.

"It is impossible to see this building without being deeply moved and impressed," write the Halls. "Nestled in a ravine on 700 acres of woods, it has views that change with the season and the hour. It is a veritable crystal palace encased in Cor-Ten steel which has turned a warm cinnamon brown. The strength of the design is immediately apparent; the steel structural frame stands out from the shimmering glass underneath.

"The main office building rises seven floors and faces south toward the river valley, overlooking two lakes. In addition there is a mammoth enclosed display area for Deere's huge, brightly colored tractors and farm machines—some of which approach dinosaurs in size—and an auditorium that seats 400 people."

The Halls briefly review the seven-year process of the building's design and con-



struction, with special emphasis on the role of Deere's chairman and chief executive, William A. Hewitt. A man with a long-standing interest in design, Hewitt wanted a building that would be "outstanding esthetically," say the Halls, both to enhance the company's image and raise the architectural standards of the community. He also wanted a building that would help the company attract and hold good personnel, a factor "of crucial importance to an international business located in a small Midwestern city."

Saarinen, for his part, expressed his design intentions in this way in 1958: "First, to provide functional, efficient space which would take care of future expansion in flexible ways; second, to create a pleasant and appropriate environment for employees, and third, to express in architecture the special character of Deere & Co."

Thus, he said, "We tried to get into the building the character of John Deere products. . . . No brashly modern or pretentious building would have been right."

Saarinen's first design was an inverted pyramid on top of a hill. This was rejected by the company as unsuitable, and the second version was the one built. Saarinen's death came the week after construction began.

"In our interviews of Deere personnel, individual responses to the building varied widely," the Halls write. Some felt inhibited by it, but others said that they "felt freer to seek new solutions and to try things out." One said, "This building changed my thinking and I'm not so much in a rut any more."

Still, "A few employees felt that their creativity as well as their own sense of individuality was hampered by the building," say the Halls. They trace this to the fact that employees cannot personalize their own spaces, partly because of strict company policy against putting things on partitions and walls.

As one employee said, "When I leave my office at night, there is nothing of me left in it." And another: "This building gives you the feeling that it's machine-made and mass produced. It's monotonously functional."

Other negative reactions centered on the openness of interior spaces. Typical office floors, of 31,600 square feet each, are bisected lengthwise by central corridors between rows of columns, with a 42-foot span between the corridors and exterior walls. Partly to distribute the dramatic views as democratically as possible, these spaces (separated into "cul de sacs" for Deere's largely self-contained departments) are either left completely open or are divided by movable steel-and-glass partitions that provide some acoustical, but almost no visual, privacy.

As a result, the Halls report, some employees spoke of being "on display all the time." Others said they found the building tiring, a fact which the Halls link to the

Deere's customers, conservative farmers, are among the most enthusiastic visitors.

lack of privacy and to the failure to provide places where employees could gather informally.

"We heard many complaints," the Halls say, "about working out in the open, unprotected from constant interruptions and visual and auditory distractions." They call for more research "on the impact of this kind of environment on various kinds of people doing various kinds of tasks."

On the whole, however, the Halls found Deere employees enthusiastic about their work environment, and especially about the way that the landscape was made part of it. "This tie with nature was something many people appreciated and took delight in sharing with us," say the Halls.

In addition to probing employees' views of what the building does to them, the Halls sought to determine what the building tells them about the company. "The most widely shared feeling," they say, is pride in the company, the building and the awards and attention it has attracted.

Employees bring their families and friends to visit on weekends and holidays. "It's a major tourist attraction and they love to show it off."

The employees are also "proud that the company thought enough of *them* to give them such a magnificent building." As one said, "They must really like us a lot to spend all this money on a building for us."

As the Halls point out, a building such as the Deere headquarters must be evaluated on the basis of how well it serves the organization as well as the individuals within it. Here the evidence of success is unequivocal.

"This building established Deere & Co. as the pacesetter for the farm equipment industry," the Halls say flatly. Moreover, it abetted Chairman Hewitt in his efforts to upgrade the industry, according to other Deere executives.

In early interviews, some employees had misgivings that the "daring design . . . might offend Deere's conservative customers, who are primarily farmers." They were afraid that farmers would resent the building's seeming costliness. (In actuality, while the cost of the building remains "privileged data," the Halls say it was half of their own rough estimate and less than other buildings of similar quality.)

As it turned out, farmers are among the most enthusiastic visitors to the building. "They come from all over the country to see it and identify strongly with both the building and the company," say the Halls. "Distributors and dealers use the building as a selling point for Deere's products and bring their customers to the building by the busload."

In all, more than a third of a million people signed the building's visitors' register in its first decade of existence, and this figure does not include those who came after hours or on weekends or the thousands who attended the June 1964 dedication and open house.

It also does not include those who attend the frequent community meetings held in the auditorium and other facilities, cementing the company's relations with its neighbors. Another kind of local impact was noted by the Halls: "All four of the neighboring communities are now much more conscious of the importance of good architecture, and this is reflected in their new buildings."

The Halls conclude their narrative with the following recital of "what the Deere building can teach us":

"Most of the comments about the building that we have heard from architects have been highly favorable. But occasionally we hear comments, often from architects who have not seen it, to the effect that 'Sure, this is a great building, but after all, if you have a client with an unlimited budget who wants a great building, any good architect should be able to do one.'

"If the Deere headquarters experience means anything at all, much more is required than just money and a cooperative client. A building, any building, is the result of many complex factors: personalities, talents and skills of architect and client; availability of data about the company's exact requirements; interest in designing an environment that meets human needs—to name just a few.

"The Deere headquarters was the result of an enormously complex and cooperative effort. Literally dozens of people worked on all phases of design and construction. But it is Saarinen who must receive the greatest credit.

"Some architects, without knowing it, build monuments to their own egos and have little concern for how their buildings will affect the people who use them. Saarinen was always aware of the man who would occupy his spaces and of this man's needs. . . .

"Today the American architectural scene is filled with buildings that don't work—laboratories that hinder research, university buildings that disregard student and faculty needs alike, libraries that satisfy the requirements of the custodial staff but ignore the needs of users and librarians.

"One might conclude that some architects either don't care about satisfying human needs or they lack the knowhow to design for people. Fortunately such architects are in the minority. Most architects today, particularly the younger architects, are vitally interested in improving their knowledge of human needs and learning how to satisfy them. □

Evaluation: A Much-Praised Housing Project Nearly Becomes 'The West Coast's Pruitt-Igoe'

Andrea O. Dean

Easter Hill Village in Richmond, Calif., started life in 1954 just about as auspiciously as any public housing project could. At a time when public housing generally meant highrise filing cabinets for the poor, Easter Hill Village put its 300 units in pleasant, one- and two-story Bay Area style buildings, arranged around generous and well landscaped open spaces.

Ten years later Easter Hill village was the subject of an unusually comprehensive evaluation of how well it met its users' needs. In general, both the project and the design premises of its architects had stood well the test of time. The evaluation also yielded insights into the housing needs and preferences of poor people, which in turn provided lessons about the planning and design of low-income housing.

But the evaluator returned in 1974, after another decade had elapsed, and found Easter Hill Village a shambles—a "lowrise Pruitt Igoe," in the words of one of its architects. The experience yielded some sobering conclusions about the limitations of design in ameliorating the multiple problems of low-income families.

Clare Cooper, who holds degrees in city planning and urban geography, explains in her book, *Easter Hill Village,* that a main reason for choosing to study Easter Hill was that its designers—Donald Hardison and Vernon De Mars (now both FAIA) and Lawrence Halprin—had infused into their efforts an attitude of caring about the needs of low-income residents. More than once they had "fought city hall" to be able to include design features which they considered important to the 300 families who would at any one time live at Easter Hill.

The designers left intact large grassy spaces and the endogenous rocks that are still the special mark of Easter Hill Village.

The architects set the houses back from the streets and grouped them in rows of four to 17 units around curving streets and cul de sacs, rather than in the more usual pattern of unvarying straight lines. To break the potential monotony of the two-story rows, they interspersed small communal parking lots and one-story units for large families. They also provided variety among individual units by the use of different colors, materials and details. It was their expectation that residents would add the personal touch of plantings in their front yards. To promote "neighborliness" the architects clustered some units around courts, and provided a network of pathways to weave architectural elements together.

Not long after it was completed and occupied in 1954, Easter Hill Village began receiving favorable publicity and awards; in 1957, for example, it was cited by AIA as one of the "10 buildings in America's future."

One of the main objectives of Clare Cooper's 1964 study was to determine how accurate the assumptions were that the designers of Easter Hill, males with a predominantly middle and upper-middle class outlook, made about the housing needs of low-income, mostly female residents. Also, how well did their actual design solutions "work" for these users?

At the time of the study, the population of Easter Hill was quite heterogeneous. Two-fifths of the residents were in racial or ethnic minorities: 25 percent was black and 15 percent was divided among Chicano, Asian and American Indian. Substantial proportions of the families were headed by women; the average family had 2.7 children, but one-third had four children or more. Almost half the adult population had graduated from high school, a proportion similar to that of California as a whole in 1960.

Some of the residents could be viewed as "semipermanently dependent on the subsidized rents of public housing because of impoverished circumstances," says Cooper. But others seemed to belong to a category of people whose low earning capacity was only temporary. Among these, for example, were young servicemen.

Without question the designers of Easter Hill Village had been correct in many of their assumptions; at the time of Cooper's study most residents much preferred the village to other subsidized housing they had known. But no juggling of design elements could make them regard their neighborhood as anything other than a public housing project. And in many of their specific design solutions the architects made the wrong guesses.

Easter Hill Village shortly after completion: A pleasantly varied lowrise complex on a rocky, irregular terrain.

They had concerned themselves mainly with exterior design features and overall appearance in an effort to create the feeling of a neighborhood of individualized homes. But when asked what they liked best about their houses, three-fourths of the residents mentioned some aspect of the interior. It was more important because, "we live inside."

Very few tenants made any reference to the appearance of the house, either outside or inside, "and when they did, it was generally in relation to the house's ease of maintenance, rather than to its esthetic qualities," writes Cooper. Some said that they could not judge the way their house looked in "normal" terms because it was public housing.

Equally at odds with the architects' assumptions, many residents said they disliked the two-story aspects of their houses. Both elderly residents and those with small children found the second story inconvenient, and because at that time in California two-level houses were prevalent only in housing projects, they bore a stigma for some Easter Hill Village residents.

A major complaint was the small size of kitchens, presumably a result of the designers' unfamiliarity with the role of the kitchen as focus of daily life in poor people's homes: It is the place where the family gathers and eats, where the housewife meets with neighbors over coffee and spends almost a third of her day. On the other hand, the living room, which is a center of activity for many middle-class families, is used mainly for passive pursuits in low-income homes: for television, reading, study and the like. It can therefore be quite small; almost no one interviewed by Cooper at Easter Hill Village complained about living room size.

The middle-class assumption that within the house people want privacy from each other did not seem to hold for people at Easter Hill Village. "The question of convenience far outweighed the question of privacy; a far larger number disliked the separation of the unit into two levels, because of the problems it created for child rearing and house cleaning, than liked it because of the added privacy it afforded," says Cooper.

But the question of privacy from neighbors was another matter altogether, and one of the main complaints was noise. "If they sneeze next door, you can hear them. I can hear everything going on—the walls are just like paper," was typical. Lack of visual privacy was also an issue, and most of the residents in units that faced the street, rather than a courtyard, preferred them because they were more private. "On the courts everyone can see everything . . . knows everyone else's business. . . ."

On the whole, the designers were right in assuming that clustering units around a court would increase sociability. They did not anticipate, however, that proximity would also increase enmity. "Since many saw their homes as havens from the potentially hostile outside world," writes Cooper, "they were particularly wary of intrusions or of too great an emphasis on neighboring and dropping in." The author explains also that when problems of moderately high density are combined with the fact that rent is determined by income, and neighbors gossip, taking note of every extra job or expenditure of other residents, it is no wonder that there is concern about privacy.

Cooper found that the designers were right in considering it important to give people a sense of control over some outdoor living space. Each house had been provided an individual front yard (unfenced), a private backyard (fenced) and a front porch after long arguments with the housing authority, which considered these features unnecessary. Most Easter Hill Village residents considered the fenced backyards to be a most valued possession, according to Cooper. They were used, among other things, for gardening, drying clothes, children's play, eating meals outdoors, doing repair work, storing toys and other objects, and entertaining friends.

"Without the front porches," said a tenant, "it would just look like one long straight building." The porches served the purposes of teenagers especially well as a place they could "hang out" together, from which they could watch the world go by and also be seen by their peers. But, contrary to the architects' expectations, neither the use of porches nor of individualized details gave tenants the feeling that Easter Hill was anything but a project. Only a very few persons noticed cosmetic details, and the "fact that this was a public-housing project weighed much too heavily on people's minds for a minor design detail—such as the addition of a porch—to alter their basic perceptions."

The designers were correct, however, in believing that giving residents a piece of front lawn would make them perceive their dwellings as more of a home. Says Cooper, "Some interesting evidence to support this assumption came from answers to a question on how people liked the exterior of their house. The question was intended to elicit feelings about the house facades, but almost half the respondents commented about the front yard. Thus, many people's instinctive reaction was to respond to that part of the outside which involved them and over which they had some control—that is, the yard—rather than the house facade, which was completely in the hands of the housing authority and thus beyond their control."

When shown photos below and one of their own dwellings, Easter Hill residents voiced strong preference for suburbia.

To most people, the human qualities were much more important than the esthetics.

In one major area, Easter Hill Village proved sadly inadequate: providing for the needs of children. Cooper sees an irony in the fact that the federal handbook for designers of low-income housing contains "495 pages of detailed design directives and just one sentence that refers to the needs of children, which reads, laconically, 'well-equipped playgrounds of adequate size and number shall be provided, where it is anticipated that children will occupy the premises.' "

Many children did, of course, occupy the premises of Easter Hill Village; in fact, 800 lived in its four square blocks. When adult residents were asked what they disliked about the neighborhood, the most common complaint by far was lack of play space for children and the annoyance this caused because children played in noisy groups in and around the houses, looking for something to do. The designers had provided only one inconveniently located playing field and two small playgrounds, which were destroyed by vandals. There was little for teenagers to do at Easter Hill, and Cooper notes that it is especially important to provide places for adolescent activities—both passive and active—"in a neighborhood where many teenagers are out of work, where they don't have money or cars to get out of the neighborhood, and where the homes themselves are too small to provide the privacy which teenagers need." Some Easter Hill teenagers turned to vandalism out of boredom and anger.

When asked whether they thought Easter Hill was a good place to bring up children, the majority of residents answered that they did not. Many were concerned about raising their children "in the atmosphere of suspicion, racial tension and antisocial behavior which they saw—or thought they saw—around them at Easter Hill," says Cooper. She remarks that some of the heated reactions she heard about the problems of raising children at Easter Hill stemmed from the fact that it was a racially mixed neighborhood, "but it seemed that the problems raised by the close proximity of families with different socioeconomic backgrounds and differing views on child raising were much more significant causes of conflict." Had the neighborhood provided more space or fewer children, or had greater care been taken in providing facilities for children of all ages, "the problems of heterogeneity might not have been so marked," she says.

When asked if they considered the neighborhood as a whole to be attractive, residents split into two approximately equal camps. Many in both indicated that they judged attractiveness in terms of upkeep—particularly tenant maintenance—and not in terms of basic design: "Yes, it's attractive. If people would keep up their yards and quit rock-throwing, it would be real nice."

Cooper conjectures that one of the main reasons architectural features of the project were seldom remarked upon is that they were regarded as a fait accompli and were therefore not worth comment. But maintenance was a different matter; it was something the residents *could* do something about.

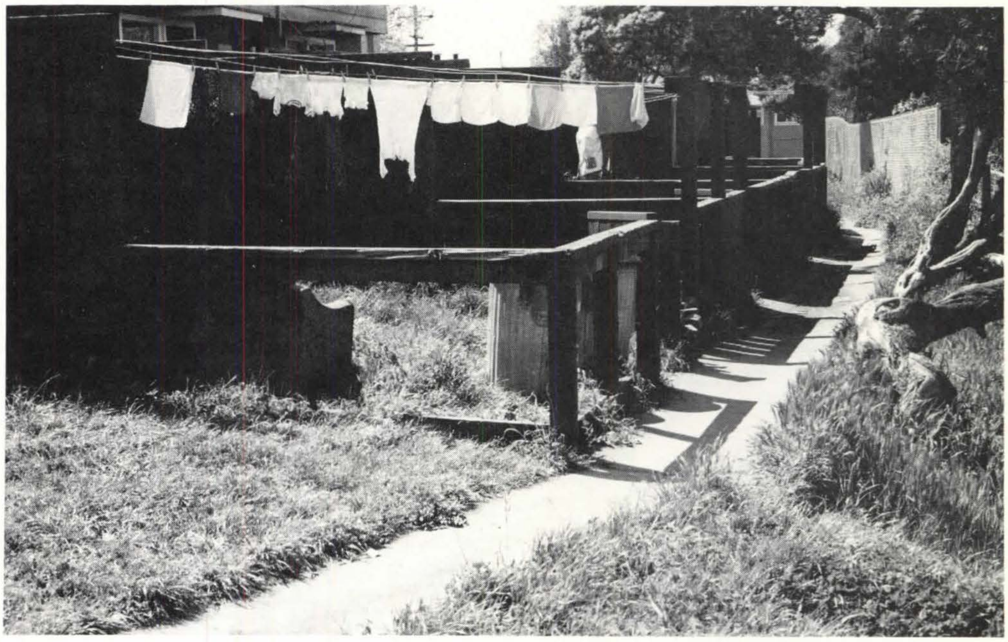
Not surprisingly, Cooper also found that to most people the human qualities of a neighborhood were much more important than the esthetic ones. A typical comment was: "If you can't get along with your neighbors, there's no sense in moving in; I don't care for an attractive house if the neighbors aren't friendly."

Moreover, at the time of the study, "Those who were unhappy living there were generally far more concerned about the types of people with whom they had to associate than they were about living in subsidized housing per se," notes Cooper. She explains that one reason for Easter Hill residents' relative unconcern with the supposed stigma of living in public housing may have been the "accessibility and friendliness of the housing authority office." Most thought in terms of maintenance and, most surprisingly perhaps, felt the rules and regulations with which they had to comply were fair and acceptable. Expressing a common sentiment, one resident said, "I think it's practical . . . it's not a question of fair or unfair. In this type of project they've got to have control." Many thought the absence of rules would bring social and physical chaos.

When shown four pictures of dwelling places and asked which they would prefer to make their home—a suburban, detached house; a detached house in an older residential neighborhood now divided into apartments; an Easter Hill Village house, or an attached walk-up apartment building—a full 92 percent chose the suburban dwelling first and an overwhelming 98 percent found the apartment house least desirable. Three-fifths selected the older residential neighborhood as their second choice and Easter Hill as their third choice.

In remarking on the suburban house, people spoke favorably about the good appearance of the neighborhood in general, the good upkeep, the "better class of people" (though no people were shown), the beautiful lawns, the fact that the houses had only one level and had ample space and privacy. Remarks about the downtown neighborhood showed marked hostility toward "the city." Respondents remarked on not wanting to live "all jammed in," that people would "gripe and fight when they live so close," and "there'd be people like on skid row."

Easter Hill Village today, still showing scars of deterioration after an initial round of repainting and rehabilitation.



What stood out most in these remarks, says Cooper, "were, first, that compared with the moderately high-density, inner-city neighborhood, people considered themselves fairly well off at Easter Hill. Despite previous remarks, they felt that the houses were more individual and private and better looking. Second, these respondents re-confirmed once again that Easter Hill residents put great value on having their own private yard."

In terms of housing design, "if we were to make one overall recommendation it would be as follows. Most low-income people aspire to look and live like the average American middle-class family." Therefore, low-cost housing should resemble local middle-class housing as much as possible. Cooper then follows with a lengthy and detailed list of specific recommendations for designers and an epilogue describing what she found on returning to Easter Hill Village in 1974. By then it had deteriorated physically to the point of being a place where mothers were afraid to raise their children, and where people consented to live only as a last resort.

What happened to the project, she makes clear, has almost nothing to do with design and everything to do with social change. Just after Cooper's 1964 study, the Richmond housing authority was charged by a local branch of the Congress of Racial Equality with discrimination in selecting tenants for Easter Hill. Shortly thereafter, HUD reversed its directive that housing projects must grade rents to maintain financial solvency, and the Richmond housing authority was changed into a nonprofit corporation under the arm of the city. It was then obliged to accept tenants on a first-come-first-served basis, regardless of whether they could pay enough rent to cover operating costs. The housing authority also had to give up its maintenance team at this time and use a citywide labor pool; as a result the overall upkeep of Easter Hill declined.

During the more affluent late '60s, many of the more stable Easter Hill families moved away and were replaced by increasing numbers of very poor, problem-ridden occupants. By 1974, 90 percent of Easter Hill's tenants were on welfare, 95 percent were black and 75 percent of households were headed by young women with an average of three children.

The Richmond housing authority now appears to be making genuine efforts to improve the physical conditions of Easter Hill Village. When money came in for improvements and tenants were given a voice about its use not long ago, they opted to spend it on the interiors rather than the exteriors, which again bears out Cooper's contention that "people on the lowest social and economic levels view their house as a retreat from the threats and insecurities of the world they live in and desire, primarily, that their home provide security and comfort. Landscaping and exterior appearance tend to be seen as less important."

The history of Easter Hill Village indicated, as sociologist Herbert Gans says in his foreword to Cooper's book, "that even the best-designed project cannot hold people who can afford to live elsewhere, or ameliorate the social and other problems of the very poorest people, or, for that matter, slow down physical deterioration. In effect, the decline of Easter Hill Village closely resembles that of the well-publicized Pruitt-Igoe project that was finally closed up and torn down. Although I doubt that Pruitt-Igoe was as poorly designed as some writers have claimed, the good design of Easter Hill Village did not prevent the same kind of deterioration that took place in Pruitt-Igoe." □

Evaluation: Working Toward An Approach That Will Yield Lessons for Future Design

Working under Ostrander's supervision, Connell proceeded on the premise that postconstruction evaluations should assess how the building works, how it compares with the designer's objectives and how other architects might be able to learn from it. Her more specific intentions were to determine how well the overall design and its individual elements met the architect's goals and intentions, and to assess how closely his assumptions about user needs matched the actual, or stated, requirements of Spring Pond residents.

Spring Pond was built in the late '60s; in 1972 the area was flooded to the second story by storms generated by hurricane Agnes, but the complex soon was restored to its original state. It lies on a flat site bounded on the north by a small man-made lake, on the east by a county road, on the west by a wooded hillside and on the south by a field.

The buildings are grouped in two distinct patterns, the one facing a courtyard, the other fronting streets. There are one-, two- and three-bedroom apartments in both duplex and single-story layouts. All ground level apartments have front and back patios. Second level units have balconies, with one-bedroom duplexes and two-bedroom single-story flats having a 13x6-foot balcony and all others having a larger one, measuring 13x13 feet.

In the fall of 1973, an AIA-sponsored workshop brought together four social scientists and four architects in an intensive discussion of ways in which collaboration between their two disciplines might help produce buildings that are more responsive to user needs.

There was perhaps no more emphatic point of agreement at the workshop than the importance of postconstruction evaluation, both for accumulating information about the effects of the built environment on human behavior and attitudes and for improving programming of subsequent projects.

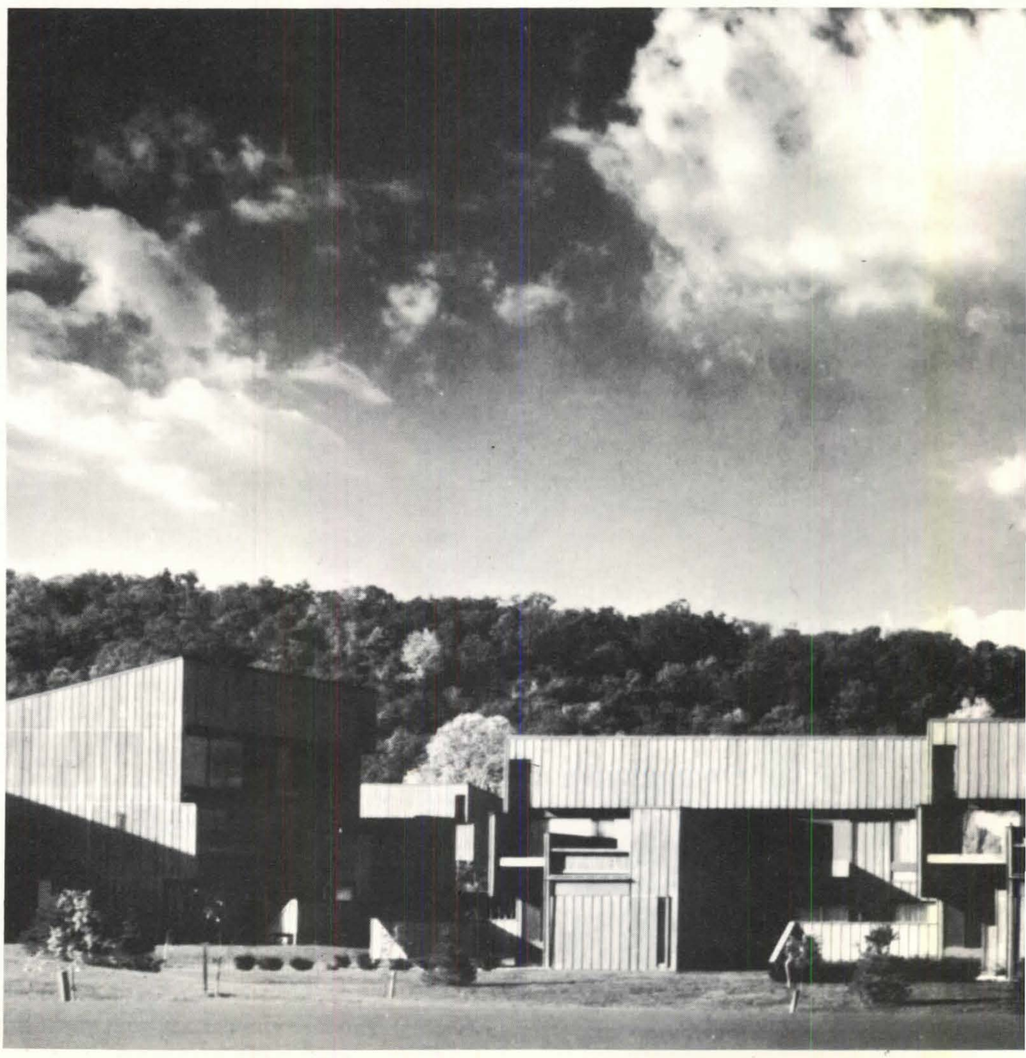
As architect-participant Louis Sauer put it: "If I don't have a memory of what I have done, I keep repeating the same mistakes. I'm saying that the profession does not have a memory. . . . I want to make the physical environment more supportive of life. I feel responsibility. I feel inadequate as well."

In conversations between and after workshop sessions, Sauer expressed to another participant, Cornell University social psychologist Edward Ostrander, an interest in having research done to see if his buildings "worked" for users in the ways he had anticipated when designing them.

At Ostrander's prompting, Bettye Rose Connell, a graduate student in Cornell's department of design and environmental analysis, undertook a postconstruction evaluation of Spring Pond, a middle-to-upper-middle class housing complex designed by Sauer in Painted Post, N.Y., close to the Cornell campus. By early 1974, Connell, with Sauer and Ostrander's help, had begun work.

In searching through the existing literature, Connell discovered that those few building evaluations that had been made in the past had had little, if any, impact on architects and their decisions about design. She explains in her report on Spring Pond that this is because most such studies have tended to "point out misfits between users and the design" in a primarily negative way; and the positive effects have been negligible. She also found that the criteria used for making judgments about buildings were almost never linked to the architect's program, with its restraints and goals, or to his assumptions about user needs. A majority of studies was aimed mainly at enabling researchers to better understand how behavior can be affected by, or how users perceive, particular spaces; these studies fail to draw any practical conclusions for designers.

Moreover, postconstruction evaluations, when they are published, usually appear only in journals addressed and accessible to researchers, but not to designers, and most such studies are concealed behind social science jargon and gobbledygook not easily understood by nonsocial scientists—or even by researchers themselves. (Connell and Ostrander's report is at times also guilty of this failing.)



Because Sauer's principal goal in designing the two-story housing complex had been to project an "image of home" (generally associated in the U.S. with detached houses), Connell decided to evaluate only the exterior design elements. Her goal was to determine if an "image of home" was indeed conveyed to Spring Pond's residents, how important to them this and other of Sauer's criteria were and how well each was fulfilled by various design elements.

Connell interviewed Louis Sauer, showing him slides of the various exterior architectural elements at Spring Pond while asking him how he viewed their purposes and meanings for users. She thus learned about the architect's principal intentions and assumptions, which, in Sauer's own words were:

"The front facade should contain traditional elements.

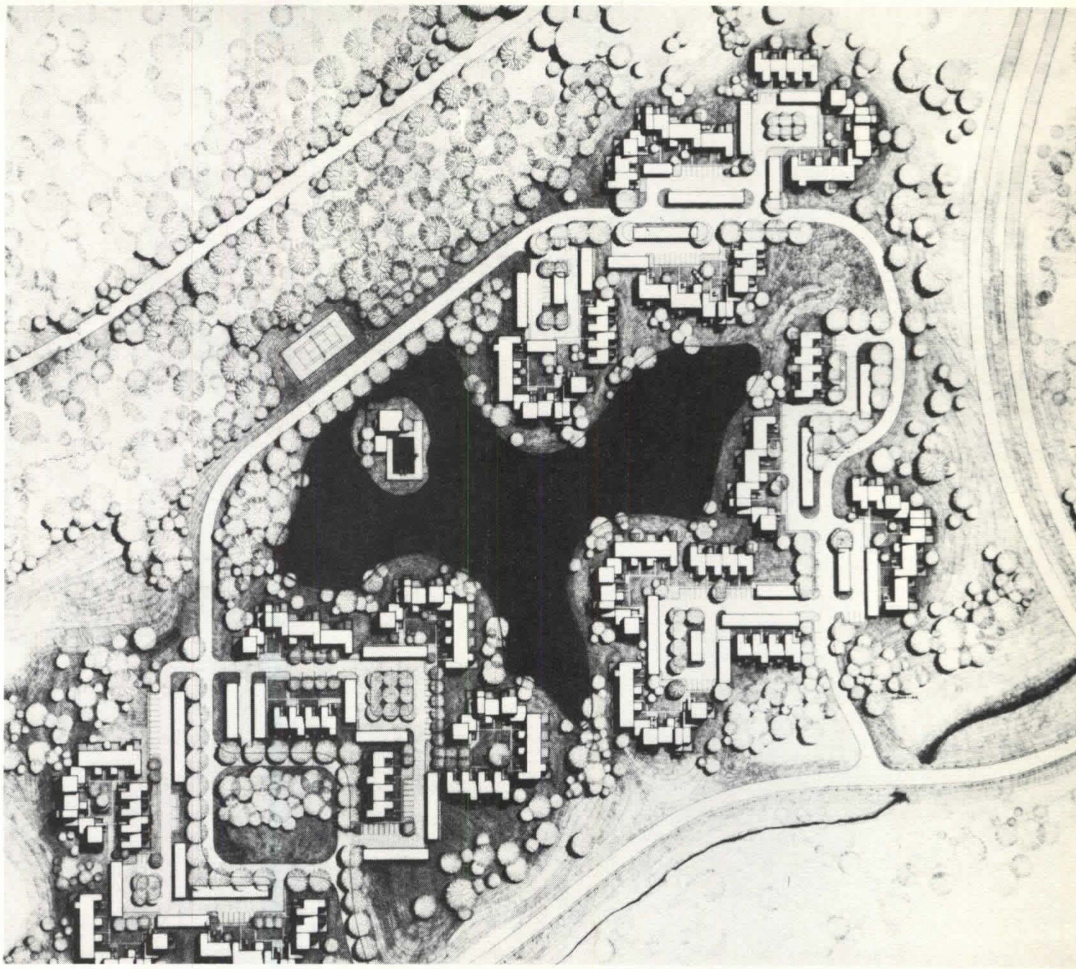
"Exterior materials should promote a noninstitutional (i.e., residential) look and feel.

"Residents must be able to identify their unit from others.

"Residents will want access to and control of their own outdoor space.

"There should be physical and symbolic separation of exterior public and private spaces."

Originally, Connell had intended to



interview Spring Pond residents in person. But this approach was rejected by the building management on grounds of a "responsibility to protect the residents from possible intrusion by interviewers." So a mailed questionnaire was used.

The questionnaire turned out to be long (12 pages), yet incomplete because it was impossible to pursue ambiguous points without making the document even longer and more complicated.

On the plus side, however, being denied the freedom to improvise and revise as needed—which the interview approach allows—Connell was forced to define the information she needed more carefully and organize her thoughts more clearly from the start. She used several techniques to try to induce as many people as possible to fill out and return the questionnaires. Personally addressed announcements on management letterhead were sent to each potential respondent to show that management approved the project (some tenants seemingly thought it was initiated by management); an accompanying letter from Connell and Ostrander explained the purpose of the survey and guaranteed the anonymity of participants.

While the average return rate for mailed questionnaires is 25 percent, according to the report, in this case 69 questionnaires out of 100 were returned.

Although respondents ranged in age from the early 20s to over 65, the largest proportion by far were from 24 to 34 years old, and most respondents' children were under 5. There were equal numbers of men and women; almost three-quarters were married, and of these nearly half had at least one child. About three-quarters had lived at Spring Pond for no more than two years. According to management, most were well-educated, professional people employed as researchers or managers by the research arm of a large U.S. manufacturing firm.

Respondents first were asked to rate the importance of "selected user requirements in terms of their personal definition of a home-like environment," in the report's words. The answers showed that they valued privacy and control over some outdoor spaces most, and that they considered more symbolic characteristics, such as visual individuality of units, as significantly less important.

Respondents were then asked to rate how successful they felt particular elements of design were. Nine out of 14 exterior design elements received, on the average, a rating of "extremely successful." These included first level front and back patios, rooflines and building silhouettes, private entries, materials (wood and brick) low walls around front patios, large balconies from some second level apartments, "complexity" of the building facade and the shadow walls used as screens between first floor back patios. The second level small balcony was the only feature that received an average rating of "unsuccessful."

Next, Spring Pond residents were asked to ascribe the degree of importance each of Sauer's stated user requirements (privacy, access to outdoor space, etc.) had for them, and the degree to which they felt various design elements met these requirements.

Their answers showed that the majority considered all of his assumptions important, and with the exception of the second floor balconies, found his design solutions successful. However, only a little over half of all who responded felt that "individuality of appearance" was important and that the means used to achieve it (building facade, roofline, building silhouette and construction materials) were successful.

Finally, a few questions were asked to see if the respondents' views about housing and an "image of home" related in any significant way with their current life situations. The results were hardly exceptional, showing, for example, that "respondents with children thought of children playing outside as an activity associated with a home-like environment significantly more often than childless respondents." Or, "Respondents with children preferred first level apartments significantly more often than childless respondents."

Overall, conclude the researchers, "The assumptions Mr. Sauer made appear to be highly appropriate." But, they say, "The nuances of what it is about, the solutions that make them successful are still unclear." *A.O.D.*

Evaluation: A Firm Undertakes Re-examination of Its Work From the Users' Viewpoints

Jonathan King, AIA

The message has come to us from writers as diverse as Thucydides and Santayana: Those who cannot remember the past are condemned to relive it. And so it is in architecture. Yet, there are comparatively few organized efforts to evaluate past projects in order to improve future work.

In smaller offices which specialize in a single building type or a few building types, there is at least a reasonably good chance of having an effective, if unstructured, feedback mechanism. The principals in charge of the job are likely to know it thoroughly in all stages of programming, design, preparing documents and construction. In addition, they will probably have visited the project after it was occupied. Still, without an organized program to evaluate buildings, only the most obvious assets and defects are likely to be perceived by the architects.

The bigger the architectural firm, the bigger the problems tend to be in obtaining information on completed buildings. Large size usually means specialization, which means more people work on the job. Most of them never actually visit the project. Usually by the time the building is completed and occupied, the programmer is off doing another program, the design-development architect is doing another set of drawings, the specifications writer is busy with another set of specs. Even if they do visit the project, specialists may view it from a fairly narrow professional perspective, each regarding his particular effort as the end product rather than as just a part of a larger architectural effort. Architectural firms which are large and specialized have the most to gain from a well organized postoccupancy evaluation program.

We've been attempting to create one at CRS. The architecture for education committee, which I chair, is composed of a group of specialists (architects, planners, engineers) representing all the divisions of the firm that are involved with our educational facility projects. The committee has developed a program to look at completed projects with a view to generating information useful in improving future work. The assumption underlying this program is that a successful architectural project should be satisfactory to users in terms of function, esthetics and economics.

We developed a 12-page questionnaire, phrased in simple English, devoid of specialized architectural and educational jargon. Our objective was to have a document which could be used by staff, students, community members and, of course, architects and engineers.

So far, we've gone back to evaluate five projects and the results look promising. The evaluation document isn't particularly sophisticated from a social science point of view; we're architects not social scientists. It does, however, appear to generate useful feedback. The questionnaire covers site planning, exterior design, interior support areas, instructional areas and furnishings. To date, evaluators have tended to agree in their general reactions.

We try to survey projects after the novelty has worn off and shakedown problems have been solved, but while the building is still comparatively new. Between one and two years after completion seems to be an ideal time for making an evaluation.

The questionnaire, while quite long (perhaps excessively long) is simple to fill out; everything is rated on the five-part scale of A (excellent), B (above average), C (average), D (below average) and F (unacceptable), a scale which we assumed to be familiar to everyone. There is also room for additional comments in response to all questions, and participants are encouraged to ignore questions dealing with issues with which they are unfamiliar.

We're not looking for an average numerical score for each project, although it would be easy to get one. What we are looking for are the areas in which we are doing a superior job so we can reinforce the effort, and the areas in which our performance can stand improvement.

So far, clients have reacted positively to participating in the evaluation, even though it takes some time and effort. It's been relatively easy to differentiate between the process of doing a postoccupancy evaluation and checking out a punch list. Students and teachers have been predictably enthusiastic about someone asking for their opinions, a previously infrequent occurrence.

One of the projects we've recently evaluated is the Fodrea Community

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CRS' Postoccupancy Questions

The following are the questions relating to exteriors on the CRS postoccupancy evaluation questionnaire:

"What was your first impression of the building?

"How does the project look in its neighborhood?

"Are pedestrian, auto and bus approaches and parking facilities easy to use in relation to the neighborhood traffic patterns?

"Are there adequate clues to orient you to different areas of the site: parking, playfields, exits and entrances to the grounds and to the entrances of the building?

"Does the landscaping complement the building and its surroundings?

"How do you like the exterior building materials?

"Are they withstanding wear?

"Is the main entrance easily identified?

"Are provisions for the handicapped adequate?

"Are the playfields appropriately sized and located?

"Is there adequate exterior night lighting for evening when school is in use?

"Is trash containment adequately designed, sized and located on the site?

"Do the materials used and the building design discourage vandalism?

"Is the site drainage adequate?"

Space is left for additional comments regarding the site and the exterior design of the project.

After similar sections on instructional spaces and other interior spaces, the questionnaire ends with three other general questions:

"What do you consider to be the biggest assets of the building?

"What do you consider to be the biggest problems of the building?

"What is your final impression of the building now?"

School in Columbus, Ind. It has received a good deal of critical acclaim, including five design awards. But design awards don't always reflect user satisfaction.

Three of the school's teachers, two central office administrators, the principal, one student and one of the members of our firm who hadn't been involved in the design of the project (myself) participated in the evaluation.

Although the responses to the questionnaire differed, they revealed some strong similarities. Everyone appreciated the openness of the building, its availability to the community, the bright and colorful interiors, the *spirit* of the architecture. But some problems were also revealed, none of overwhelming significance. Drainage of the kindergarten play area was poor, and there were electrical switching problems (not enough switches) and some lighting, acoustical and airconditioning deficiencies.

There were also a couple of startling answers from the student, who, incidentally, was involved in the planning of the building. In response to the question: "What do you consider to be the biggest problems of the building?" he reported "fights." And in response to "What is your final impression of the building now?" he graded the building "A" and added "all but the fights." If nothing else, this establishes the importance of getting a variety of viewpoints to fully understand what's going on in a building.

So far, no astonishing information has come out of this program. My greatest surprise has been the sensitivity of the users to the design quality of the environment in which they find themselves. Sometimes we assume that only architects can appreciate architecture. Not so.

One of the issues we had to confront is whether the building should be evaluated in terms of overall functioning and esthetics, or if it should be examined only in terms of how it meets the programming requirements. After a building is completed, it assumes a life of its own. Therefore, we felt that evaluating the success of the program should be only part of the total evaluation.

The concept of looking at completed work in an organized way isn't unique. Architectural scholars and critics with differing interests have conducted postoccupancy evaluations. But in most cases information has not gotten back to design teams in a form useful for making design decisions. We've been trying to fill this gap at CRS. Getting the information back into the system immediately is the principle value of our postoccupancy evaluation program. □

Fodrea Community School, Columbus, Ind., was subject of a CRS evaluation.

Ethics Forum

Editor's note: *From now until the 1977 convention, the headline above will identify a portion of the Journal set aside for discussion by members of the proposed changes in AIA's Standards of Ethical Practice. We begin the discussion with a report by the president-elect of executive committee action to stimulate debate of the ethics issues, followed by adaptations (by the authors) of the two principal addresses on ethics at the Philadelphia convention, and two additional commentaries received in response to our June invitation to use the Journal as a forum for the ethics debate. We hereby repeat the invitation.*

The AIA Executive Committee Seeks a Broad Debate on Ethics Through a Series of Hearings

John M. McGinty, FAIA

Although I was one of the drafters of the ethical changes proposed by the board of directors, upon reflection I believe the convention acted wisely in calling for another year of study and creative thinking on the issue. I think that, perhaps, we can do better than the proposal voted on in Philadelphia.

Toward this end, the executive committee has created a task force in response to the convention resolution and, more important, has launched a process designed to focus this year's activities on the issue of ethics, to provide for widespread participation in their formulation and to develop a rational context for the decision that will be made in San Diego.

The task force is chaired by Robert M. Lawrence, FAIA, the secretary-elect of the Institute. He is currently chairman of the commission on professional practice and heads a moderate-sized design firm in Oklahoma City. Under Lawrence's coordination, there are four subject-oriented task groups, each headed by an AIA board member plus three grassroots members from diverse backgrounds and geographic regions. The subject areas are (1) advertising, (2) expanded practice, (3) foreign practice and (4) competitions/free sketches.

The charge to each group is to conduct hearings and workshops across the country, to identify alternatives within the group's subject area and to analyze the potential economic and social impacts of each alternative on the public, the client, the profession and the Institute. The entire task force will meet periodically for exchange, criticism and coordination, and a comprehensive report and recommendation is expected prior to grassroots 1977.

Ethics are not an isolated phenomenon. They are closely related to the questions of membership and dues. Who we are (membership) affects and is affected by what we do (ethics) which must then form a basis for how we pay (dues). To consider any one of these fundamental proposals alone deprives the members of a context within which to apply rational judgment.

For instance, if we determine that AIA is to be an association of those architects engaged in traditional design practice, then it might logically follow that firm membership makes sense as there would be a strong commonality of purpose and practice among the firms. This correlation then suggests a dues structure that fits the membership, and it becomes fairly simple to circumscribe that membership with ethics.

On the other hand, if we decide that AIA is to be the comprehensive association of the construction industry, firm membership makes little sense, as it becomes virtually impossible to define the set of firms that could potentially be involved in such disparate activities. More likely would be a decision to expand categories of individual membership. Ethics and dues for such an association would logically be quite different from the prior alternative.

Obviously, these are polar examples; our decisions will certainly fall somewhere in between and the conclusions about ethics, membership and dues will be more complex. I cite these examples to emphasize the interrelationship of the issues.

To ensure a coordinated result, the executive committee has further established a policy coordination group over (1) the ethics task force, (2) the existing membership task force and (3) a dues restructuring task force of the finance committee. This coordinating group is chaired by Vice President Elmer Botsai, FAIA, and includes President Louis de Moll, FAIA, myself, Treasurer Charles E. Schwing, AIA, Robert Lawrence and Jerome M. Cooper, FAIA, who will chair the commission on Institute and component affairs in 1977. The single purpose of this group is to provide the leadership for a year-long process designed to bring carefully considered, membership-supported and rationally related proposals for membership, ethics and dues reform to the convention in San Diego.

There is another element of context that I believe must enter the equation, and that is the future. We are in an era of change—fundamental, perhaps revolutionary change across the entire spectrum of society, and that includes architecture and the AIA. Or at least it might. The choice is ours.

The question is, are our skills, our competence, up to the demands that society places upon us? The demands are not of our making, only our response. In a world of diminishing resources and rising expectations, our job is without question becoming more complex and more diverse.

Why are there 30,000 students studying architecture right now when unemployment in architects' offices averages 20 percent? Common sense indicates that they cannot and probably do not expect to be absorbed into traditional practice modes. And what are the 35,000 architects doing who are not members of AIA?

The choice for AIA is apparent. If we are to remain the American Institute of *Architects* and serve the expanding demands of society, we must seek to diversify our membership and broaden our mission and services. The alternative is to limit our membership to those engaged in traditional practice, which is decreasing in

Mr. McGinty is first vice president of the Institute. His firm is the McGinty Partnership and he is a principal in The Crane Design Group, both in Houston.

quantity and importance relative to the whole of the built environment. Architects *are* expanding their roles. The only question is whether they will be part of The American Institute of Architects.

This conclusion does not presuppose an answer to our ethics/membership/dues triad. It does not necessarily mean contracting, but it does add significance to the issues of expanded practice, foreign practice and membership categories. And if our individual roles must diversify, where then shall we seek the commonality that binds us together as a profession?

I believe the answer lies in shifting the discussion away from what we do toward how we do it. I believe our ethics should be performance specifications that bind under a new definition of professionalism a diverse group of architects engaged in a wide variety of activities.

I believe we should quit talking exclusively about advertising, contracting and competitions and begin addressing the issues of competence and integrity. These are what distinguish us from salesmen and package builders, not the manner in which we receive our compensation or publicize our services. These are the values that I would prefer to see on our breastplate and circumscribing our professional society rather than detailed business prescriptions that must be revised and interpreted biweekly with every government brain storm, social spasm or easterly shift in the marketplace.

Rather than suggesting answers, I would like to propose some criteria. If we are able to meet them in our work this year, I am confident that we will leave this Institute in a favorable posture to meet the challenges of an expanding future. This would mean an ethics/membership/dues proposal that:

- Is supportive of expanded roles of professional endeavor for architects;
- Is uncompromising in terms of morality and law;
- Can be fairly administered within the constraints of due process and political reality;
- Articulates our commonality as a disciplined and learned profession, involved in creating the built environment, and, certainly not least;
- Becomes an instrument of unity for this profession in a world of divisive forces.

It won't be easy, but collectively we have 25,000 man-years available to address the task between now and San Diego. I hope every member will consider it a responsibility to participate in the search by attending regional hearings, by participation in chapter discussions, by contributing to the dialogue at grassroots, by individual thought and listening to the thoughts of peers and finally, by participation in the political process culminating at the convention. □

Inspecting the Ethical 'Barricades' To Assure That They Leave Room for Response to Changing Conditions

John F. Hartray Jr., AIA

The AIA Standards of Ethical Practice is one of a number of elements in the system by which the limits of our professional activity are defined. What we may or may not do as architects is also determined by the content and quality of our professional education, state licensing requirements, court decisions, insurance limitations and a number of similar constraints. The form of our practice must also respond to the changing needs of both traditional and emerging client groups and to the changing social and economic environment.

Most of these elements originate outside our profession, and so it is not surprising that we gravitate toward a narrow definition of practice in the few which we do control. We create institutions like AIA as a defense against a hostile world. This is both prudent and necessary but it can result in self-imprisonment rather than self-defense unless we occasionally inspect the barricades to make sure that the space within is broad enough to accommodate growth, experimentation and the acceptance of increased responsibility.

The present low level of activity in the portion of the construction industry with which we have traditionally been involved has undoubtedly created a sense of urgency about reexamining our philosophical underpinnings, but the concern of many architects dates from an earlier time when, in spite of unprecedented prosperity, the profession began to sense frustration at our declining effectiveness in controlling the quality of the total environment. Our isolated projects never became part of an integrated whole and society did not avail itself of the full contribution we were prepared to make.

As we struggled with the problem it became apparent that many of the obstacles to the full utilization of our talents and training were built into the structure of our profession. We learned that we could not restrict our interests solely to design, that we could not remain aloof from the political process and that many of our goals could be attained only through collaborative efforts which we would not necessarily be asked to lead.

These discoveries have been productive. Practicing architects have made revolutionary changes in their methods of operating and in the scope of services they are able to offer. This experience has been shared through the Institute. The profession acknowledged first the existence and then the importance of its members in government, education and industry. AIA, as part of this process, has evolved from an elite organization of private entrepreneurs into a genuine professional society. If we are to benefit from the current discussion of ethics, we must view it in the context of this larger evolutionary process.

Mr. Hartray, a former member of the AIA board and chairman of the environment and design commission, practices in Chicago.

My dictionary, an old one, defines the architect as a master builder who designs and oversees the construction of buildings. There is a later board policy statement, however, which says that architects are concerned with man's total environment and responsible for it in the areas of their competence. The second, broader, definition claims for the profession a social utility which transcends our obligations to specific clients. It implies that the work of our profession is a necessity rather than a luxury. Society can tolerate isolated instances of ugliness but it cannot allow a breakdown of the total environment.

Most of us like the idea of being necessary, but we have not always been willing to accept the attendant responsibilities. Our lawyers and insurance agents have created definitions of our profession which are considerably more limited and limiting than anything in the oldest dictionary. Fortunately, clients hire us in spite of the fine print and, happily, we render services

'There's more to morality than advertising, bribery, free sketches and package deals.'

in excess of the minimum requirements of our contract documents. We have, however, insisted that our services may be obtained only on terms which we collectively set for our members. This has tended to deprive a growing number of people of competent architectural service and to restrict our members to the patronage of what may be a declining number of clients.

If what architects do is a necessity, this denial is immoral. If what we do is a luxury, our restrictions on its availability are merely suicidal. The ethics of a necessary profession in a democracy must be founded on the principle of making services available to all who would benefit from them.

The fact that discussion of the proposed new code has never risen above the level of our fears over the methods by which we compete with each other is an excellent illustration of the inadequacy of our present standard of ethics. There is more to moral philosophy than advertising, bribery, free sketches and package deals. While the present code mentions more uplifting subjects briefly, its overall effect is to express a Malthusian gloom that seems more fitted to the spirit and problems of the Hoover administration than to the needs of a naturally generous and optimistic profession facing a period of unprecedented opportunity.

The Institute has consistently campaigned against prescriptive standards in codes and legislation because they limit experimentation and innovation, but also because their omissions tend to become obsessively interesting. There is something in human nature that focuses concentration on what is behind the fig leaf. The discovery of loopholes leads to clarifications which, in turn, lead to loopholes and clarifications of a higher order until the intent of the original prohibition is lost.

If we have nothing to fear but fear itself, we should probably pause to take what will be hopefully a final look at our fears concerning advertising, bribery, free sketches and package deals before proceeding to our primary task of defining the ethical needs required by our broadening obligations.

Article three of the Standards of Ethical Practice is a good example of the loophole-clarification cycle. The standard consists of a single sentence. This, however, is followed by an explanatory paragraph which is included in document 1330. In the event that a close call is required, another six pages of board policy statements are available to the secretary. This does not even cover possible new problems growing out of an endorsement of Dewar's Scotch.

The idea behind the original standard was probably that architects should tell the truth, but definitions are a problem. What is self-lauditory in Peoria may be perceived as false modesty in Chicago. Eventually the key word we settled on in enforcing the standard was "paid," but even this is subject to *interpretation*. One of the board policies explains that on this basis it is permissible to have one's name in large type in the white pages of the phone book but not in the yellow. We may not directly pay the publisher of a book or periodical, but we may encourage him to include our work by giving him photographs of better quality and higher cost than those of our competitors. We may also assist him by preparing the text. Exaggerated claims for projects appear to be permissible as long as they are not attributed to architects. If the editorial content of most of the architectural press were completely replaced by paid advertising, we would, at least, know who was responsible for the misinformation.

There has been a great deal of wild speculation about the amount of advertising that would be unleashed by architects in the absence of a specific ethical prohibition. Some limit on PR expenditures would certainly be justified if we felt that they were appreciably adding to the cost of our services. It has been suggested that annual advertising budgets might be limited to an amount equal to supplementary dues.

'None of us would want a new client stupid enough to make advertising the selection basis.'

But it is hard to envision where all this money would be spent. In the age of environmental concern, designers are not likely to take to the billboards. Our present clients are not likely to change firms because of an ad and none of us would want a new client who was stupid enough to make advertising the basis of selection. The only place the cost of advertising might be justified is at the borders of the profession where owners might be made aware of the existence of firms which are capable of competing with design-build contractors.

It is debatable whether a limit on advertising is necessary, but there can be little doubt that the profession would be better served by a judicial procedure which emphasized and enforced honesty and candor in all publications rather than concentrating on the peripheral issue of who paid the printer.

While advertising by its very nature is a public act, it is much more difficult to evaluate the private motives for which we contribute time or money to various causes. Article eight, therefore, becomes consistently enforceable only in cases of overt bribery. But bribery is already against the law, and prohibiting it in our code of ethics is obviously redundant and apparently ineffective.

It has even been argued that our code has discouraged potential witnesses from testifying with legal immunity before legislative committees investigating corrupt governmental contracting practices. In some parts of the country, therefore, our code of ethics may be helping to preserve a pattern of bribery which we abhor.

But even if we were to return criminal acts to their proper jurisdiction, it is not certain that article eight is in the best interests of the profession. Selection of an architect purely "on the merits of the matter" is probably impossible, but it may not even be desirable. If owners follow their instincts and select their friends and relatives as architects rather than some stranger, they will be less likely to go to court when the roof leaks.

The question of free sketches is related to improper influence. Even a well-run competition is a dangerous way to design a building. An intelligent owner doesn't solicit unpaid work and an intelligent architect doesn't provide it, but this seems more a question of business judgment concerning effective promotion rather than of morals. Sketching is after all no more inherently sinful than taking prospective clients to lunch or to play golf. For those younger practitioners in whom the facility for sketching is more highly developed than the talent for eating or golfing, it is really a question of how much time one can afford to waste.

While it is hard to envision much change in the behavior of the profession in the absence of specific ethical prohibitions against advertising, improper influence and unapproved competitions, there is no doubt that removing the ban against contracting would change the nature of practice for some of our members. There is also no doubt that broadened control of the construction process would bring with it added risk. The question we must ask ourselves is whether this risk might not be more than balanced by new opportunities to improve both the quality of the buildings we design and the public perception of our competence.

When we prohibited AIA members from acting as contractors, a number of builders failed to reciprocate. They have continued to practice architecture as an integral part of their construction activity and they have prospered in spite of our warnings to their clients about the danger of what we saw as an "unprofessional" design method. It is now time to ask ourselves why these owners, some of whom are very sophisticated, are so unconcerned about their architect's conflict of interest.

Part of the answer may lie in their understanding of economic motivation. The architects who work within the design-build process share the profits derived from successful construction, but they also share the losses growing out of failure. To their clients the profit motive may be a more trustworthy incentive than assurances of professionalism made from a position of economic detachment.

Architects are, of course, already subjected to all kinds of conflict of interest. We may, for instance, correctly place a higher priority on design quality or energy conservation than an owner who is interested primarily in first cost or early completion. No two people ever embark on an undertaking with complete unanimity of purpose. This is why we have meetings with our clients as the project progresses.

It seems perverse that, given the broad range of human motivation, our present ethical standard condemns only the profit motive which has the greatest credibility in our present business-oriented culture.

An entrepreneurial interest in construction can also provide healthy stimulation to invention and firm base for quality control. In honoring package dealers from other countries, in some cases with the AIA gold medal, we have acknowledged that the essence of professionalism is in the quality of what we produce rather than in the contractual arrangements under which we design and construct them.

There has not been a general rush of architects into development, and in the absence of an ethical prohibition, not many of us would enter contracting. Both fields are extremely hazardous for the unskilled. A few large firms with construction management capability and capital might enter the design-build field on their own, but most architects would probably form joint ventures with contractors with whom they had previously worked.

Small-scale rehabilitation work which normally cannot support the cost of the conventional design/construction division of labor is another area where smaller firms could push back the boundaries of the profession. The majority of us who would not enter any of these new areas of practice would still benefit from an overall improvement in the quality of the environment and from an improved image of our profession as one which was capable of a total involvement in the construction process.

The young people who are flocking to colleges of architecture seem to have a greater confidence in the future of our profession than many of us who are established in it. They see in the unprecedented problems of our society an unprecedented opportunity for improvement. There is no other satisfactory view of the future. But if we are to participate in this adventure to the full extent of our abilities, we must remove any constraints which stand between architects and the work at hand.

The ethical guidelines for this adventure must restate the profession's obligation to strive for quality. They must require fairness, candor and competence in all phases of practice. They must also assist us in resolving conflicts within the hierarchy of professional obligations to society, client, industry, profession, competitors, consultants and employees. It seems reasonable to ask that each of these areas of interest be treated with equal specificity.

We are a better profession than our present code of ethics indicates. We have an opportunity now to equip ourselves with a code directed toward the ideals to which the best of us aspire rather than describing the minimum level of behavior to which the worst of us may sink. □

In Opposition to Ethics Changes That 'Trade Professionalism For Increased Business Opportunities'

Jerome M. Cooper, FAIA

It is generally assumed that the primary reason a profession should concern itself with a standard of ethical behavior for its members is to assist them to know and fulfill their duty to protect the lawful interests of their clients as well as to safeguard the interests of the public. Any condition imposed by a profession upon its members that permits the placement of the interests of the professional above or in conflict with the interests of the client or public has no place in a standard of ethical practice. An exception to this is the situation in which the omission of such a condition might reasonably be construed to severely damage the profession and thereby limit the ability of its members to continue to serve the public.

With this in mind, it seems appropriate that I should attempt to clarify the reasons for my opposition to the adoption of the proposed changes to AIA's Standards of Ethical Practice that were presented to the convention in Philadelphia.

It is not my position that the present Standards of Ethical Practice should not be changed. There is much contained in that document that is hypocritical and unbecoming to this profession. Therefore it should not be construed that I am either opposed to change or unmindful of the failures of this profession to meet the changing expectations of society.

These proposed changes, however, have been hurriedly conceived and the ramifications of their adoption have not been considered thoroughly. They have been put forth as a document which professes to represent progressive change and purports to be filled with a spirit of high hope and bright promise that, in fact, it does not possess. It is apparent, upon close examination, that these changes are socially regressive in that they permit the interests of the professional to be placed above or in conflict with those of the client or public. This redirection of emphasis from "What an Architect Shall or Shall Not Do" to "How He or She Does It" is a laissez-faire notion that relies, with some naiveté, upon the concepts of competence, honesty and fairness. Most architects view these concepts as fundamental to practice. They also represent, however, the fulfillment of only a portion of a client's expectations when he places an architect in a position of trust.

This is not to say that much of what is contained in the document of proposed changes does not have a dignity and clarity that should find its way ultimately into the Standards of Ethical Practice. A clear and attractive example of this is the extension of the ethical standards universally to all members of this Institute wherever they practice. An ethical standard that stops at the three-mile limit is ludicrous and hypocritical.

The areas of major concern to me that these proposed changes would alter are the deletion of the prohibition against contracting, commission agents, free sketches and advertising.

Contracting: The prohibition against an architect engaging in building contracting is contained in article seven of the present Standards of Ethical Practice. In June 1971, the AIA board issued certain interpretations clarifying the intent of that standard. The effect of these interpretations is to clearly establish a professional relationship between the architect and his client in which the client understands that the architect is not his adversary in some "game of chance." Furthermore, he understands that decisions reached by the architect are made in the best interest of the client and are free of any concern for the architect's own financial interests.

The board also recognized the desirability of the architect's involvement in the construction process. Through its interpretation on construction management the board established a professional framework for this involvement. Similarly, the board has recognized that an architect as an owner of a project may bring it to fruition in any manner legally consistent with ownership, including building it himself. Furthermore, there is nothing in the present Standards of Ethical Practice which prohibits an architect from participating as a member of a design/build team provided his fee is not dependent upon the profit or loss on the labor or materials furnished. Clearly, under the existing standards the architect already has a deep involvement in the construction process.

Now this profession is asked to adopt a standard that would allow the architect to engage in building contracting or any other activity in which his financial interests could be in conflict with those of his

Mr. Cooper, director of the South Atlantic Region of the Institute, is president of Cooper, Carry & Associates, Inc., Atlanta.

clients. Even though he may disclose this conflict of interest to his client in a timely manner, the professional relationship will have been destroyed. Whom shall the client then turn to for objective advice? Let us not delude ourselves into thinking that it will continue to be the architect. Through the adoption of these changes we will have cast him as the adversary of his client.

We have heard arguments in favor of adopting this change that describe this profession as "protectionist in its attitudes; as beset on all sides by forces outside its control; and consequently as out of step with the 'real world.' "

To this I would say that this profession should not surrender its ideals too quickly in order to conform to some concept of the "real world." We talk of vision and leadership by the board; this is an area where these qualities are needed.

We have heard arguments in favor of making this change that describe situations in which an architect already has areas of potential conflict of interest. A specific example is that architect who does not execute a project as expeditiously as he might while working on an hourly agreement.

To this I would say that there are always those in any profession who seek to take advantage. We cannot legislate a perfect professional relationship; we can only limit the areas of transgression.

We have heard arguments in favor of making this change that decry the small percentage of involvement that the architect has in the development of the "built environment." We are told that the adoption of this change will offer the architect a greater piece of that action.

To this I would say that no evidence has been introduced that would indicate the prohibition against contracting is the restraint. It could be argued as effectively that the architect's ineptness in his daily practice is the impediment.

Nevertheless, for these reasons it is proposed that we change this fundamental relationship between the architect and his client. To change this relationship and to continue to call it a professional one will not make it so. To change this and to rely upon disclosure to resurrect the relationship will not make it so. To change this and to believe that a contractor would continue to view the architect's decisions as objective and fair will not make it so. This proposed trade of professionalism for additional business opportunities reflects an inaccurate view of society and a hypocritical view of ourselves that is not in the best interests of our clients.

'Through these changes we will have cast the architect as the adversary of his client.'

Commission agents: The prohibition against commission agents is contained in article eight of the present standards. The effect of this standard, as interpreted by the board, is to preclude an architect from offering, through an intermediary or otherwise, any inducement to a client or a client's representative under the subterfuge of business development expense.

Both the existing and the proposed Standards of Ethical Practice have strong injunctions against bribery or other inducements as a manner in which architects should practice. Therefore, it should not be construed that these activities are condoned by the proposed changes. The practical effect of the elimination of this prohibition, however, is to permit, naively, the establishment of a subterranean conduit through which these activities could flow unseen.

In recent months the activities of major corporations doing business through commission agents abroad have filled our newspapers. It is apparent even to the casual observer that some of these activities were highly improper. It is evident as well that many of these corporations have lost track, sometimes conveniently, of the final destination of the commission agent's fee. In some instances, it has become an inducement for doing business. What can happen abroad can happen here!

Even in its most attractive light, this change will give license to real estate agents, manufacturer's representatives and a host of others to seek "finder's fees" from architects for information on projects. It is clear that this manner of doing business is not in the interest of either the client, the public or the profession. I am not unmindful of the fact that in many parts of the world this is how business is done. I do not believe it should be the concern of this Institute to attempt to change those societies. I do believe, however, that it should be the concern of this Institute to see that they do not change us.

Free sketches: The prohibition against providing "free sketches" is contained in article eight and article 12 of the present standards. In May 1976, the board voted to abandon temporarily article 12 as a part of the ethical standards until a new code on competitions could be developed. There has been some confusion on this complex question. The issue is not that an architect should be prohibited from providing "free sketches" but rather that he should be prohibited from doing so until he has been selected as the architect for the project. The business arrangements that he structures with his client should have no place in an ethical standard.

Placing an architect in an uncontrolled position where his selection by a prospective client is dependent upon the acceptability of his sketches submitted in competition with other architects removes him from the position of rendering a professional service to a client and relegates him to the position of "selling drawings." Under this framework all but the exceptional architect would be reluctant to advise a prospective client of some flaw in his program, budget, etc., or of some disregard by that client of the public interest. This reluctance would arise out of an abundance of fear that this advice would cost him the commission. Who is to protect these interests if it is not to be the architect? The results of this process would benefit neither the client nor the public.

The profession would be severely damaged as well. It is not necessary to dwell on the conditions that would exist in this profession but for this prohibition. Precisely these conditions existed in our profession prior to 1909 which resulted in the first statement of ethical standards. Until that time, the federal government as well as many others were receiving free sketch proposals from competing architects on anticipated projects.

Now we are asked to return to that quagmire. To accept this proposed change is to give license to every state, county and municipal government, to every school board and even to private clients to seek sketch proposals from as many architects as they choose before selecting one for some forthcoming project.

'The business arrangements with a client should have no place in an ethical standard.'

It is true that the fundamental concepts underlying the rulings on "restraint of trade" are intended to safeguard competition rather than to protect the competitors. There is a substantive difference, however, between a prohibition against the providing of a sample tube of toothpaste by a manufacturer to a prospective customer and a prohibition against the providing of sample sketches by an architect to a prospective client.

On the one hand, there is the free and comparative sampling by a prospective customer of a product that is currently being produced by a manufacturer and is available for purchase at a known price. Even though he may place no credence in the advertising of this product, the prospective purchaser may reasonably infer that the sample is representative of the product. He can then judge for himself the benefits to be derived from its purchase.

On the other hand, there is the free and comparative sampling of the ideas of a number of architects by a prospective client when they are presented in sketch form and are intended to lead to the construction of a one-of-a-kind result. Because these sketches are presented by professionals, the prospective client has a right to infer that they are not only desirable and appropriate, but also attainable. He may base his future actions upon this assumption. If these ideas, in sketch form, are developed without an in-depth analytical, professional service, they will have little or no validity as a possible solution to a client's problem. In the hands of an unscrupulous practitioner whose only interest is in securing a commission, a client can easily be misled. Because he is providing these sketches gratuitously, however, even the most ethical architect is placed in the position of either choosing to minimize his risk by reducing his time and cost in preparing these sketches, even though the client may be misled, or choosing to see his own financial resources drained away. Either choice places the interests of the architect in conflict with those of the client.

Furthermore, small firms with limited resources will not be able to compete for long with large firms and large resources in this arena. What will have been created is an environment of unfair competition that will eventually limit the availability of architects from which the public can choose. This is not a scenario for the survival of the fittest and most capable. This is a scenario for the survival of the richest.

I am the first to admit that the present code on competitions is woefully inadequate and that it should be liberalized to permit clients, who choose to do so, to conveniently receive a variety of ideas before selecting an architect. But let us have guidelines for this that will protect the interests of the client and the public and not rely on the law of the marketplace or the "real world" that says "let the buyer beware."

We are told that the Justice Department is leaning toward a determination that this prohibition as it now stands constitutes a "restraint of trade." To this I say that we need not shape this profession in accordance with the wishes of Justice Department lawyers. If we agree that this change is not in the interest of the client, the public or the profession, and since we have remedies open to us, then we have an obligation to use them. Unlike the issue of price competition on which we signed a consent decree several years ago, my view is that we should attempt to negotiate. Failing that, I say we should fight!

Advertising: The prohibition against advertising is contained in article three and article four of the present Standards of Ethical Practice. As it is written, it is probably one of the most hypocritical articles in the present standards. No one would deny that some of the most prestigious firms which are led by respected members of this Institute have found ways to subvert the intent of this prohibition with impunity.

Unlike the other issues that have been discussed, I do not believe that the public perception of the architect as a professional is dependent on whether we do or do not prohibit advertising. I do believe that the architect's perception of himself is deeply involved in this issue. Many of our members are uninvolved in the activities of this Institute. Many retain their membership in AIA only because it allows them to perceive themselves as professionals. This is a fragile thread which holds us together. Destroy it and we destroy the need that many have for the Institute.

This profession has no obligation to the public to permit its members to utilize paid advertising. It does have an obligation to see that the public has a sufficient opportunity to reasonably acquire detailed and specific knowledge regarding the capabilities, training, experience and charges of individual architects and firms. Paid advertising, however, is but one of a host of marketing techniques that could fulfill this obligation. Most of these alternative marketing techniques are permissible under the present standards.

We are told that it is necessary to adopt this change because it will increase the markets for architectural services. This would appear to be conventional wisdom since most clients are far too sophisticated to select an architect from a magazine advertisement. If this should be the case, however, once again the large firm with large resources will have been given an unfair advantage over the small firm with limited resources.

This proposed change, as it is styled, prohibits "false or misleading publicity," yet the laws on advertising seem to permit a measure of "puffing" or "swelling of the truth." What could be less professional than the deliberate misleading of a client by innuendo? Who among us is so wise as to be able to sit on the national judicial board and rule on this?

Again we are told that it is necessary to adopt this change because the Justice Department is leaning towards a determination that this prohibition as it stands constitutes a "restraint of trade." It is true that the attorney general of Arizona is considering a lawsuit against one of our chapters which would compel the withdrawal of this prohibition. The American Bar Association is already in court on this issue. Let us wait and see what the courts have to say to the bar before we take any precipitous action.

There are substantive differences, however, between the restraints upon lawyers and those on architects in the area of marketing services. For example, lawyers are prohibited from seeking out and proposing themselves to a prospective client. We are not. They are prohibited from having brochures or other material that describe their services and experience. We are not. It would appear that we are already significantly ahead of the other professions in the fulfillment of our duty to make known to the public information regarding individual architects or firms.

On the issue of advertising as well as on the issue of "free sketches," there are numerous intermediate positions to be explored before we surrender as these proposed changes would have us do. It is unbecoming to this profession to be stampeded into abandoning its ideals by the "roar of distant thunder."

For the reasons that I have outlined here and for many others as well, I asked the convention to refuse to adopt the changes contained in the proposed document but rather to send the entire question on ethics back to the board for a fresh start. □

A Few Suggestions Of Ways for Firms To Advertise

Kenneth D. Wheeler, FAIA

Now that the decision on advertising has been postponed until the 1977 convention in San Diego, we should all contemplate what we will do when the ban on advertising is lifted. As a service to practitioners concerned with the matter, I offer the following suggestions:

- Take an ad in your local paper, noting your specialty and number of years of experience (dull, but not too expensive).
- Do the same in a nationally read paper or magazine (dull, and expensive).
- Make a one-minute commercial for television (could be effective, if you are photogenic and wealthy).
- Give out gifts with your firm's name on them: pens, 6-inch scales, ash trays (might as well do something useful).
- Hand out balloons at parades with your firm's name on them (most effective if the one handing them out looks distinguished).
- Sponsor a bowling team (watch this if the name of your firm is lengthy; bowling shirts have only so much space).
- Hire a sky-writer (avoid this on windy days).
- Paint your firm's name on benches at bus stops (not recommended in areas with many pigeons).

Mr. Wheeler is a partner in the Grad Partnership, Newark.

• Have a 1 percent sale: regular fee for the first building; 1 percent for the second (make sure both buildings are identical).
• Donate flowers for the church altar (make sure proper notice gets in the church bulletin).
• Give a free trip to Florida for the one guessing closest to the low bid on your next job (of course, the successful contractor will be ineligible).
• Design a good building and put your firm's name on a sign near it (what kind of a suggestion is this?). □

'Obsolete Standards' And Loss of Architectural Control

Victor L. De Nigris, AIA

I accept your invitation to a forum for discussion of the ethics issues. The following are several ideas expressed by AIA members and some opinions that are shared by this office:

The history of AIA is a history of "ethical setbacks" for the architectural profession. By adhering to obsolete standards, the architects lost control of the building process to the point where they are relegated to submit competitive bids, as do subcontractors.

The changes drafted by the executive committee, as presented to the '76 convention delegates, were packaged to give young and vigorous members a chance to get back into the mainstream of the building industry. The ethics decision was another setback.

Young professionals thirst for the opportunity to engage in the total process: contracting, financing and developing projects. Such experience is vital to the improvement of the profession, the successful development of private projects, and may soon become a basis for selecting architects for future work. Let us drop the negative standards and accentuate the positive.

It is superfluous to say that an architect engaged in building contracting will find his financial interest in conflict with those of his client.

The professional architect does not render free service. The greatest conflict of interest in the building industry arises when the architect's fee is based on a percentage of the cost of construction, and he has the responsibility to develop the scope of the project.

Mr. De Nigris is a principal in the Hicksville, N. Y., firm of De Nigris & Maier.

To prohibit the architect from engaging in building contracting is to close the barn door after the horse has fled.

Advertising is merely an efficient method of communication. The fear expressed by certain AIA members regarding paid advertising is based on prejudice.

To offer service without an efficient form of communication is to stand in the forest with a bucket of water, while in the field, a house is burning.

Giving free sketches to a layman is like giving advice to a race horse. Without assistance and proper training, either one may proceed in the wrong direction.

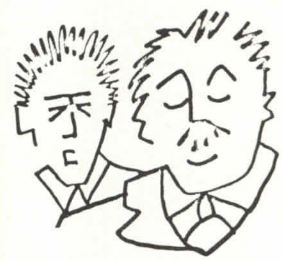
A free sketch is a form of competition that is suspect, for all drawings are merely instruments of service.

Commission agents do not pose a problem. We fear only the size of the fee.

Doctors refer doctors for fees. There is no reason to believe that architects who refer architects are un-American. □

Ed. Note: *The following sketches and captions were appended to Mr. De Nigris' statement.*

We know you can't advertise, just cut the fee . . . and we'll mention you in our ad.



But the sketches won't be free, we just need them to get the job. You're going to be the architect!

You just draw the plans . . . my lawyer will take care of the permits and the contracts . . . he's my partner in this deal.

This is an easy one. My wife is the decorator, her brother . . . the builder, and I tell you how to draw the plans.

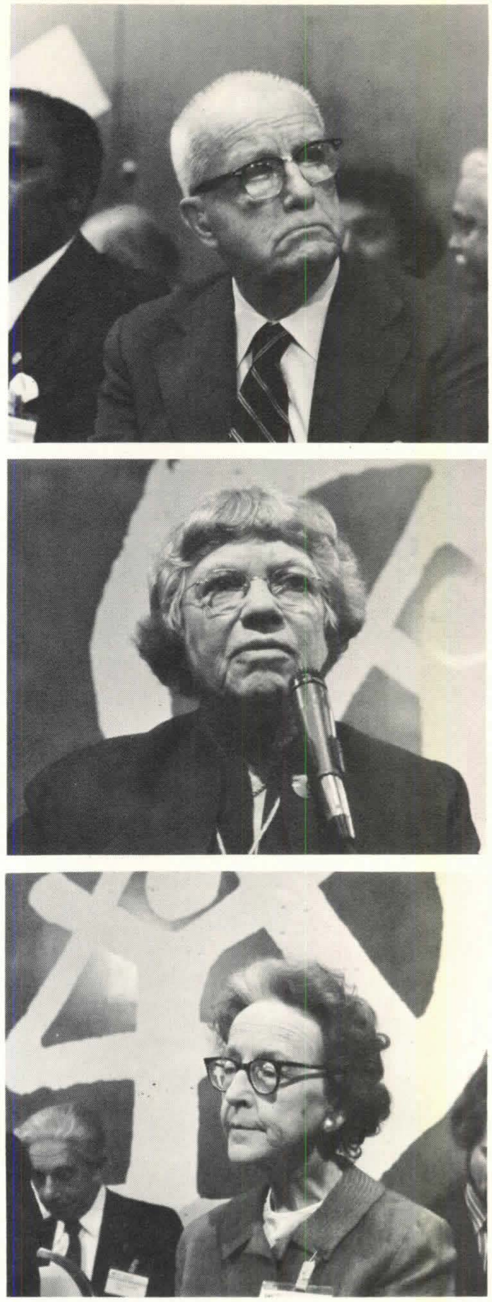
What do you mean, you-can't-build? . . . If you can't build, who can? Fred! Fred! What did we buy?

The whole thing started with a home improvement ad . . . Actually, . . . what will it cost to have it taken down?

That's the survey. Who needs sketches? Tell me what I can do with it. When I sell the property, . . . you can be the architect.

Habitat: Hard Work Yields Some Useful Statements Despite An Atmosphere of Bitterness

Frederick Gutheim, Hon. AIA, AIP



R. Buckminster Fuller, FAIA, Margaret Mead (center), Barbara Ward at Habitat.

Habitat—the self-styled United Nations conference on human settlements—was not a casual gathering. Authorized after the 1972 UN conference at Stockholm on the world's environment had shown that the more specialized problems of the built environment needed a world meeting of their own, Habitat was projected as the once-and-only international meeting of its kind. If not a meeting of the plenipotentiaries to arrive at some international agreement, it was at least a meeting at the "ministerial level" and far more than a "meeting of experts" or a technical seminar. (Representing the U.S. was HUD Secretary Carla Hills as head of this country's delegation.)

Just what was Habitat supposed to accomplish? It was expected to focus world attention on the problems of housing and urban development, to raise the national and international priorities accorded these subjects and, especially in the developing countries where urbanization is growing fastest, to generate new forms of aid in the context of the economic development which has "human settlements" as its inescapable corrollary.

If China did not participate, and the USSR was notable for its silence, some 135 countries did take part, and their nearly 2,000 delegates made Habitat the biggest UN conference ever held—an important successor to Stockholm, the population conference at Bucharest, the food conference at Rome, the conference on women in Mexico City. In preparation for three years, the two weeks in Vancouver, British Columbia, was an event reasonably described by the Polish architect-planner Adolf Ciborowski as "like marrying a woman you've been living with for three years."

The conference documentation comprised working papers: a declaration of principles, a national action paper and an international action paper. Debating and amending these documents prior to adoption was the main business of the conference, for which it divided into three committees. Reflecting national experience, most countries brought documents that described their accomplishments in the area of human settlements. Among these were some notable contributions, such as the East German description of its housing technology, and the Dutch paper on specialized housing for the elderly.

A Habitat innovation was the showing of 230 films that describe problem-solving approaches to housing and planning, embracing a wide range of problems. The U.S. audiovisual offering comprised films on multidisciplinary design teams, energy conservation and citizen participation in planning. But there were 20 films dealing with indigenous architecture and historic preservation produced not only in Italy and Greece, but also in Yemen, Morocco and less familiar lands. This body of material is to be available for a variety of educational purposes.

After this preparation, Habitat talked. For a week it droned through procedural formalities to a largely empty auditorium. For the second week Habitat became a sounding board for the UN political issues which have become familiar at the General Assembly and lesser UN gatherings: Arabs versus Israelis, the new economic order, apartheid. Demands that such issues be introduced in various ways into the conference working documents brought the meeting to the point of frustration, either by creating declarations that many nations would not accept or by diluting them by so many compromises that they became almost meaningless. The U.S. delegation spent much of its time denouncing this introduction of "extraneous" material, and in the end refused to vote for the adoption of the declaration of principles, as did 15 other delegations.

But once this cliff-hanging exercise had won its headlines and been consumed at home, Habitat did, in fact, adopt a useful set of recommendations in the national and international action reports. Measured in terms of hard work, for example, one of the three committees considered more than 600 amendments to its document. Although often less clear-cut than many wished, reasonably useful statements were adopted on such topics as land speculation, the recapture of excess value in land resulting from public investment, land use and related questions.

Some attention was also paid to the quality of urban life, to the significance of urban design and architecture and to admittedly less urgent affairs. Nevertheless, these statements emerged from an atmosphere of bitterness and confusion reflected most explicitly in the controversial statement of principles that guarantees they will impair Habitat's original goals. Nothing done at Habitat really aroused the world's consciousness of the coming

Mr. Gutheim is a principal in the international consulting firm of Gutheim Seelig Erickson and was a consultant to the Habitat preparatory planning group. His firm organized and conducted the International Architectural Foundation's competition for a squatter settlement in Manila, won by Ian Athfield of Wellington, New Zealand, that is to be built by the Philippine government.

age of cities, of the opportunities and problems cities are creating in the developing world or of the need to develop alternative models to the Western type of city with its waste of land, energy and human potential. Nor is Habitat likely to change national and international priorities in any clear-cut way derivative from what was done at Vancouver; in national budgets, as in protocol, the ministers of housing and urban development are still likely to be seated below the salt.

In real life terms the so-called donor countries who pay the bills at the UN, and who must be looked to for financing any new urban programs, plainly showed their disinclination to support any large new bureaucratic establishments for the international community. The World Bank was almost invisible at Vancouver. The result of Habitat's work will be seen this fall when the General Assembly meets to consider its recommendations, or when the governors of the World Bank meet at Manila in October.

An international gathering at the scale of Habitat was not necessary to create the extensive international exchange of experience, the broad documentation in print and film of worldwide settlement problems and their solutions, or even proposals for action by international bodies. These have been taking place through such long-existing channels as the UN Centre for Housing, Building and Planning. They have more recently been enlarged by the UN Foundation for Habitat and Human Settlements. They have been dealt with in Unesco, the World Health Organization and the Food and Agriculture Organization. But few have been listening. Habitat was to get all this together, to raise the world's consciousness and to prepare for a world whose urban population will double in the next 25 years, and that is plodding along making the same mistakes that have characterized urban history.

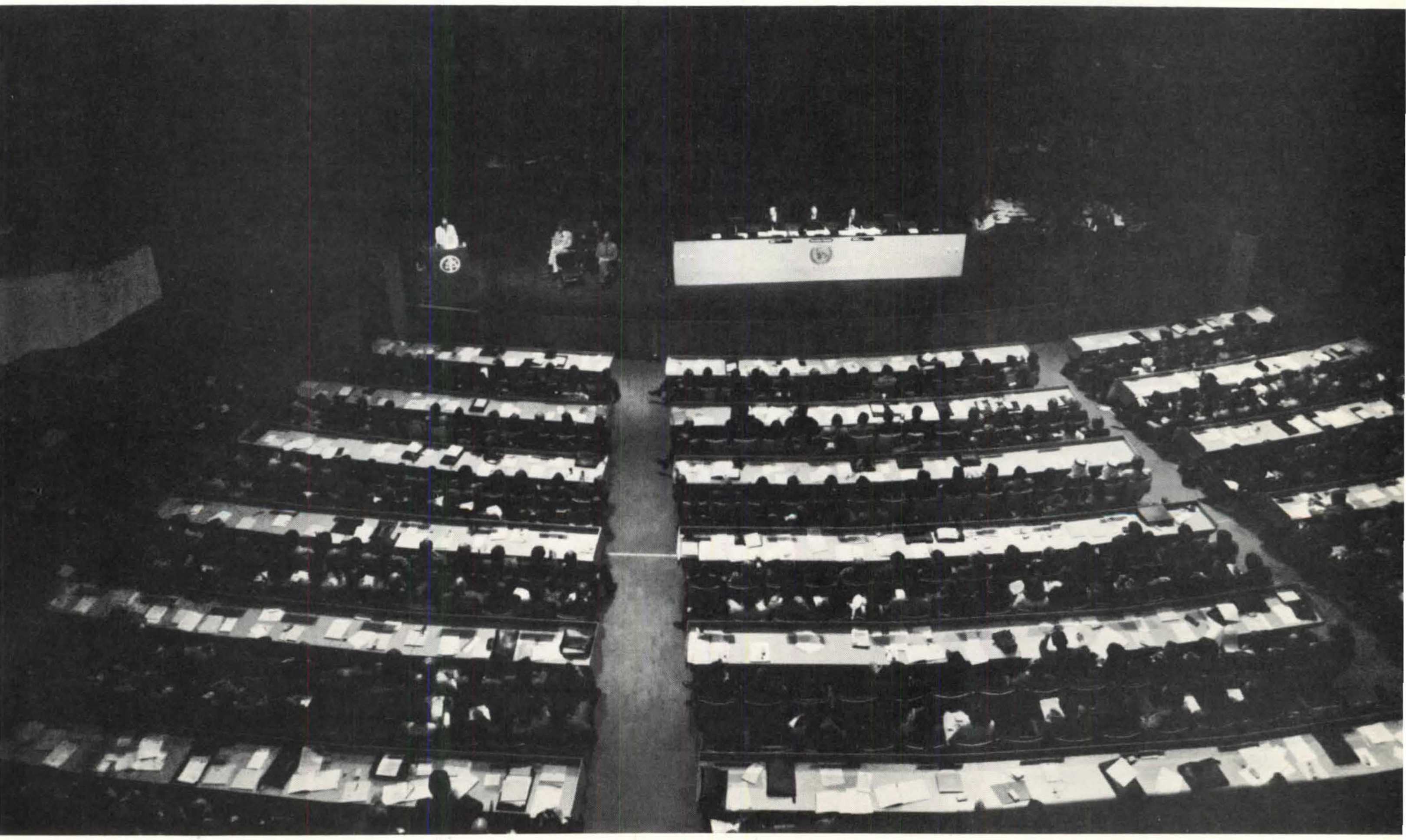
Throughout the world, nothing more vividly expresses the urban failure than the growth of squatter settlements which comprise more than half of the population of many large cities. In dealing with this aspect of urbanization, Habitat added nothing to what had previously been known, offered no new approaches and did nothing to dramatize and focus on this human need—except to adopt the diplomatic term "informal settlements."

Looking ahead, the outcome of Habitat will be a rejection of any big plans for dealing with human settlements at the international scale. National programs that, in some cases, have been held in abeyance awaiting the hoped-for results from Vancouver will now have to proceed on their own. They will certainly benefit from the Habitat experience, but the scope of these programs will be narrowed. Sectoral international programs of the World Bank and the international organizations will resume the progress they have been making in the last few years. One would expect that the bilateral programs of countries like Sweden and Germany will continue and, in the U.S., the Agency for International Development should also continue to evolve its urban programs that were long exclusively devoted to rural community development.

Private sector programs should also fill some of the gaps left at Habitat, although one cannot expect them to address social problems and human welfare issues requiring public powers and subsidies. In addition to the Habitat Forum programs discussed on page 42, it was notable that one of the major Habitat events was the international architectural competition for a squatter settlement in Manila, exhibited at the Vancouver Art Gallery, generated and realized by the International Architectural Foundation, an entirely private agency. Almost alone, it illustrated a potential that had been recognized in the early stages of planning for Habitat, but subsequently were abandoned.

At best one might expect some further research that might move along urban programs in some of the developing countries, but these will have to be funded from the donor countries, an enlightened illustration of which is the Canadian International Development Research Agency with its studies of urban population migration, squatter settlements and the economic role of hawkers and vendors.

In a few leading countries, such as the



Philippines, housing and urban demonstration projects may be undertaken. In cities such as Istanbul and Bogotá, metropolitan planning and development, often with World Bank support, are providing the framework for such demonstrations. This leadership in the event should prove more significant than what went on at Habitat.

Here at home, the U.S. managed better than it did in earlier UN conferences, and the national results of Habitat should prove more positive and more significant than its international failure. HUD has announced that it will continue the Habitat Center, an interagency activity that has pulled together the urban-linked programs of several federal departments. Secretary Hills has shown a strong personal interest. She has appointed a new and energetic director of HUD's international programs, which have a record of lackluster performance. D. O. Meeker, FAIA, assistant HUD secretary, also a member of the U.S. Habitat delegation, has shown an interest in relating American research and technical capabilities to international settlement problems.

If the U.S. participants did not do much talking at Habitat, they certainly listened and did some deep thinking. One awaits with interest the result of this experience, in domestic as well as in international programs. □

Dissension at Habitat was expressed inside by an Arab-sponsored walkout, and outside by pro-Israel demonstrators.

Excerpts From Recommendations at The Habitat Conference

"The fundamental challenge of human settlements is how to improve the quality of life, starting with satisfying basic needs and aspirations of people consistent with principles of human dignity. The circumstances of life for vast numbers of people are unacceptable and continuing to deteriorate further as a result of population growth which, in the next 25 years, will more than double the need for food, shelter and other requirements; unbalanced economic development which results in gross inequities and wide disparities in the standards of living; rapid unplanned urbanization which aggravates the problems in both rural and urban areas; rural dispersion exemplified by small scattered settlements which inhibit the provision of infrastructure and services, and the general deterioration in social, ecological and environmental conditions.

"In meeting this challenge, human settlements must be seen as a key instrument of development. Policies and strategies realistically adapted to local conditions must be adopted. . . . Such policies and planning must be backed up by institutions properly geared to their development and implementation. . . . Land must be recognized as a key resource for human settlements and, therefore, subject to public ownership or effective control.

". . . Policies, which establish objectives, and strategies, which choose between alternative ways of reaching them, must be transformed into plans. Planning is the process of elaborating specific proposals regarding the use of resources in relation to needs, the location of activities and the infrastructural investment required to support them, and the sequence and mode of implementation of specific programs.

"Planning activities should promote and guide development rather than restrict or simply control it. Imaginative planning should be stimulative and anticipatory . . . and . . . it should consider options and be based on the best available information and forecasting of demographic, social, economic and technological trends.

". . . Regional planning is an essential tool for reconciling and coordinating the objectives of urban and rural development. . . . Agglomerations, conurbations and, in some countries, megalopolises are new urban phenomena, rendered even more complex when their relationship with surrounding rural areas is rightly taken into account. Only effective regional planning can cope with such complexity.

". . . Experience shows that the renewal or rehabiltation of existing human settlements often leads to the displacement of low-income populations from their chief source of income and can actually result in the destruction of the economic and cultural fabric of entire neighborhoods. Urban renewal and rehabilitation of existing human settlements must respect the rights and aspirations of the least advantaged and preserve the cultural and social values embodied in the existing fabric.

". . . While urban expansion is often necessary, urban sprawl is costly, wasteful and ecologically destructive. Adequate planning can control sprawl and leapfrogging while protecting agriculture and the environment.

". . . Human settlements are consuming more and more energy just when mankind has become aware of the need to cease environmentally degrading and wasteful use of nonrenewable energy resources. The efficient use of energy should be given special consideration in the choice of designs and technologies for human settlements.

"This may be achieved by: reducing energy consumption by changes in land-use planning, building design, living patterns and preferred transportation modes; promoting more efficient use of energy resources . . .; adapting techniques for the production of building materials and for building construction to lower energy requirements, taking into account initial and maintenance costs as well as environmental and social considerations.

". . . The national construction industry should be given the political, financial and technical support it requires to attain the production targets assigned to human settlements. Special attention should be given to: removing obstacles in the development of the local construction industry . . .; establishing performance standards suited to local requirements and capable of being met by local industry; simplifying formal procedures so that they can be clearly understood and followed by local entrepreneurs; expanding the training of local entrepreneurs, especially in the field of contract management and procedures; providing finance, guarantees and, if necessary, selective subsidies to local industry in its early stages of development.

". . . Land is too valuable a resource to be misused or wasted. Public ownership or effective control of land and its distribution in the public interest is the single most important means of improving the capacity of human settlements to absorb changes and movements in population, modifying their internal structure and achieving a more equitable distribution of the benefits of development.

". . . Profits resulting from the increase in land value due to development and change in use are one of the principal causes of the concentration of wealth in private hands. Taxation should not be seen only as a source of revenue for the community, but as a powerful tool to encourage development of desirable locations, to exercise a controlling effect on the land market and to redistribute to the public at large the benefits of the unearned increase in land values. . . . Public ownership of land cannot be an end in itself; it is justified insofar as it is exercised in favor of the common good rather than to protect the interests of the already privileged.

". . . In view of the limited availability of land for human settlements and the continuing loss of usable agricultural land due to erosion, urban encroachment and other causes, efforts to reclaim land for both agriculture and settlements are imperative.

". . . The improvement of the quality of life in human settlements implies the making of critical choices in the allocation of scarce resources, the mobilization of all conventional available resources and the harnessing of new ones; this process cannot be effective without the active involvement of the people affected by such decisions. . . . Public participation does not mean simply the mobilization of people to implement the independent decisions of governments and professionals; participation requires listening and response in both directions, since human settlement planning is for the people and not an end in itself."

Meanwhile, the Nongovernmental Habitat Forum Emphasizes Self-Help And Smallness

Joseph Handwerger, AIA

The plenary hall was a huge hangar, one of five on an abandoned Royal Canadian Air Force seaplane base used by Habitat Forum.

While the official conference droned away downtown at the Queen Elizabeth Theater and in committee meeting rooms of plush hotels, Habitat Forum, the "people's conference," or more accurately the NGO (nongovernmental organization) conference, hung loose some four miles across town at Jericho Beach, an abandoned Royal Canadian Air Force seaplane base situated on a scenic ocean inlet. Five enormous hangars were converted for use as a plenary hall, lecture and meeting rooms, theaters, exhibition halls, restaurants and the world's longest bar (300 feet). With an estimated 10,000 participants, Forum, at least in sheer numbers, eclipsed the main conference's 2,000 delegates. Requiring no registration or fees and having no official delegates, Forum's guiding principles were informality and spontaneity. The smell of roasting salmon and the sound of Indian drums—a reminder that the Jericho site was the original settlement in the area—underscored the informality.

Forum and the main conference were linked by closed-circuit TV so that a participant at Forum could tune in a conference discussion of whether "added value" was a better term than "plus value," and conference delegates could escape such talk and tune in such Forum stars as Barbara Ward, Margaret Mead, Buckminster Fuller and Australian trade unionist Jack Munday.

A major objective of Forum, as well as of the main conference, was "to increase public awareness of the gigantic and complex human settlement problems confronting mankind." Forum's special purpose was to emphasize solutions available, experiments tried and the possible consequences of failure. Additional objectives were to promote an exchange of experience among professionals, individuals and NGO representatives who will be engaged in implementing Habitat recommendations, and to expose conference delegates to Forum's expertise.

Did all or any of this happen? As for increasing public awareness, the answer is probably not. In an interview before the conference opened, Enrique Penalosa, Habitat's secretary general, conceded that a major problem the conference would have is in getting the ideas to the general public, "which is more used to titillating political crises than an exploration of long-range problems."

Press coverage, at least in the U.S., was sparse, and what little there was was superficial, cynical or downright uninformed. A *Wall Street Journal* article entitled "Good News From Vancouver" suggested that UN conferences have consistently "headlined waning problems," and went on to say that "recently published data from the advanced nations suggests a worldwide dispersion from large, crowded cities. History may record that Habitat marked a time when urban problems began to recede as a world issue." A baffling conclusion in view of Penalosa's succinct statistical outline of the scale of the evolving problem: 25 years ago 16 cities in developing countries had populations over one million; today, there are more than 60; at the end of the century, there will be more than 200. During the next 25 years, urban areas must absorb over one billion people, almost all of them poor. Put very simply, the problem is how to build another world in the next 25 years for a population unable to afford even minimal shelter and services.

As for the problems being limited to developing countries, it must be consoling news to New York City Mayor Abraham Beame that urban problems are on the wane. Unless the trickle of news about Habitat is a precursor to a stream of thoughtful articles, it is not likely that many more people will be concerned with the problems of human settlements after the Vancouver conference than before it.

But what about the sharing of experience and solutions? The sheer volume of information served up in meetings, lectures, panels, case studies, symposia and workshops was staggering if not uniformly profound. On a single day, 75 meetings, lectures, etc., were listed in the official schedule. No one could take it all in, and the trick became that of finding one's own corner of the action and trying to predict which session would actually happen at the place and time scheduled.

Workshops of one day to two weeks and focusing on topics such as transportation, low-cost and self-help housing, financing, energy conservation and population policies provided the most sustained and penetrating discussions.

The "motherhood" issues—energy, waste of resources, the need for water, citizen participation, women's role, appropriate technology—were discussed with enthusiasm and an almost total absence of controversy. Following are some of the observations, advice and recommendations growing out of the discussion:

• Developed countries should cut down on waste, particularly energy and armaments, and devote the savings to improving the quality of life for the poorest of the world. Barbara Ward pointed out that 1 percent ($3 billion) of the world's current annual expenditure on armament would, according to World Bank estimates, provide the world with adequate potable water.

Mr. Handwerger is an architect-planner in Washington, D.C.

• Urban growth will eventually decline because of cities' dependence on imported food and energy fuels, both of which are becoming more expensive. Future growth patterns will be less concentrated because of the dispersed nature of the major energy source—solar.

• Technologies employed in the developing world should be more appropriate to the local circumstances—inexpensive to buy and maintain, requiring a minimum of training to operate, labor intensive using human or animal power and made of indigenous materials.

• Decision-making frameworks should be established within governments so that people and communities make a maximum number of decisions for themselves concerning their settlements. People should control the production and use of their habitat. Architects and planners were told to "uneducate" themselves so that they can put aside their tendencies toward monumental design and learn to operate in a new mode wherein users make key decisions.

• Nuclear power plants are unsafe and a global moratorium on their construction should be imposed.

• Women are the principal sufferers of bad settlements and housing and should be allowed to take a more significant role in planning.

• A "Bucky" special: There is more energy in a single hurricane than in all the nuclear weapons ever made. The lack of

interest by industry in developing wind as an energy source is due to the fact that no one has yet figured out how to put a harness on wind power.

The principal and most likely discussed topics were the problem of squatter settlements and what was identified as a major obstacle to solving the problem, land speculation. If little new ground was ploughed, there was notable consensus on how to deal with these problems. Land speculation and resultant high costs put housing out of the reach of the poor, Forum was told repeatedly. Identical declarations of the conference and Forum stated:

"Land, because of its unique nature and the crucial role it plays in human settlement, cannot be treated as an ordinary asset, controlled by individuals and subject to the pressures and inefficiencies of the market. . . . Private land ownership also is a principal instrument of accumulation and concentration of wealth, and therefore contributes to social injustice; if unchecked it may become a major obstacle in the planning and implementation of development schemes."

The main conference statement went on to concentrate on "public control" of land and the capturing of "an equitable portion of the plus value arising from changes in land use caused by public investment." It waffled on land redistribution. Forum's recommendations saw land redistribution and security of tenure for squatters as necessities for evolving a solution to the housing problem. Although one can be justifiably cynical about the real impact of UN resolutions, the strength of the statement and the wide support—including endorsement by the U.S. delegation—is significant.

Housing and squatter settlements were dealt with in some detail in an all-day Forum panel entitled "housing for the poorest," in a self-help, low-cost housing symposium running throughout the conference and in scattered lectures, slide shows and seminars. The advice to governments and planners who want to resettle slum dwellers was: Don't do it. Stop tearing down squatters' shacks and help upgrade them instead by securing land holdings, and by providing utilities, roads, schools, health clinics and other urban services.

The self-help, low-cost housing symposium was headed by John F. C. Turner, an English architect, teacher, writer and consultant on low-income housing. He is conceded to be the most influential figure in the self-help settlement field. Turner's ideas have been a major influence on the turnaround to upgrading squatter settlements and sites and services projects in Asia, Africa and Latin America, and on the World Bank's financial support. It is essentially the success of these projects, documented in official films as well as in case study presentations in the symposium, which underlies the absence of controversy over this approach and to the clarity of language in the main conference's recommendation on construction by the "informal sector" — people building at small scale.

The conference's committee statement reads: "The scale and nature of requirements for shelter, infrastructure and services in many countries are such that even with government help the modern (large-scale, conventional, contractor-built) construction sector is inadequate for the task. The so-called informal sector should be supported in its efforts to provide shelter, infrastructure and services, especially for the less advantaged."

Set out as priority areas for action were securing land tenure for unplanned settlements, and providing sites (land plots) and services in new planned settlements specifically for construction by the informal sector, encouraging self-help with technical assistance and access to long-term financing, and altering building codes to allow minimal standard construction.

Those priorities already form the basis of the World Bank's lending program for squatter upgrading and sites and services projects. The bank has loans already approved for projects in Botswana, El Salvador, Indonesia, Jamaica, Korea, Nicaragua, Senegal, Tanzania and Zambia, and with others under consideration for the Philippines and Guatemala. It is certain to intensify its activities as a result of President Robert McNamara's address on urban poverty to his board of governors last year. The Inter-American Development Bank and the U.S. Agency for International Development are reappraising their substantial past involvement in low-cost housing support and are searching for ways to adjust their programs to benefit lower-income sectors of the population.

It is undeniably true that in spite of all the assembled expertise and outpouring of information, few sparks were struck. There were no panaceas, and few theoretical breakthroughs or visionary insights. But isn't it possible that the quiet kind of consensus about priorities that emerged could bring more useful momentum than could headlines and controversy, and isn't it possible that the pervasive sense at Forum of getting on with the unglamorous business of providing for the least advantaged of the world is a cause for optimism?

In all, the images left by the Forum are not of construction cranes atop highrise buildings, but of a man building his own house with mud bricks. If a vision of the future did not emerge, past failures were crystal clear. □

Mobilizing Architectural Students As Environmental Educators

David R. Dibner, FAIA

It happened again at a cocktail party. An otherwise perfectly intelligent person failed miserably in conversation when it came around to the subject of architects and what they do. While it wasn't as bad as "Oh, you make blueprints," it was almost that bad. And once again I was dramatically reminded of how little the world knows about the profession of architecture and the role architects play in shaping the environment.

This has bothered me for a long time, and lately I've begun doing something about it. Wherever I can, I talk to groups about the subject, and for the last five years I've been teaching a college course on architecture to nonarchitectural students. But my efforts, and similar efforts by others, seem to be totally inadequate for the job at hand. So I've devised a plan for heightening architectural awareness and understanding.

To spread the word about the profession, you need a large group of knowledgeable people who have enough time, energy, enthusiasm and motivation to get out and tell people about what an architect is and does and how each person's life is affected by the environment—and how eventually people, through increased knowledge, can influence their own environment. The most receptive audience for this message, it seems to me, is young people in a learning situation who aren't yet burdened with prejudices and misleading information.

The perfect people for spreading the word about architecture and the built environment are architectural students. They should have all the requisites—the understanding, the time, the imagination, the enthusiasm, the empathy, and, I feel, *the need* to do this job. In return for their efforts, they will gain an important experience for themselves.

Here's how the plan would work: In the junior or senior year of architectural school, every student would be required to take a course entitled something like "Selling Environmental Awareness." The course would be divided into three segments. The first part would be spent in preparing the students, acquainting them first with the differences among various levels of the educational systems, including grade school, high school and college. The class would discuss which elements of awareness are important to stress with which age groups, and students would choose a level of learning with which they would like to work, forming teams. They would then develop their own presentations, which might consist of slides, models, drawings, samples of materials or anything their experience and imagination could devise.

Mr. Dibner is a principal in the Grad Partnership, Newark, and vice president of Walker-Grad Inc.

In preparing architectural students for their "teaching" roles, it is important that there be some faculty input and supervision, with individualism and spontaneity also encouraged. The surest way to blunt the message is to "can" it. With a subject as broad as the environment (Buckminster Fuller once defined it as "everything but me") being tackled by schools across the country having very widely different faculties and student bodies, I feel that it would be counterproductive to develop a standard format with standard materials. From experience I have found that the most important factors in this type of presentation are enthusiasm, genuineness and individual expression. The student audience will easily relate to these student teachers.

The second part of the class would be devoted to the actual delivery of presentations to school classes in the vicinity of the architectural schools. Each team would be required to deliver talks to a minimum of five different groups, with team members assisting each other and taking turns delivering talks. They would learn through their presentations and improve their materials and delivery with each succeeding talk.

The last portion of the course would consist of an evaluation of the architectural students' efforts. To rate the presentations and determine how well information is conveyed, the various teams would deliver their talks to the whole class for comments, and a system for obtaining some form of feedback from the school audiences would be developed.

Each year the process would start over again, with the instructor using (or reusing) whatever materials he or she considered desirable.

What would be the effect of this program? With so many architectural students out on the road, there would certainly be a wide distribution of information. The learning experience for the school audiences should be exciting, what with all the interesting graphics and other materials available for presentations.

Why burden already overloaded architectural students with this additional chore? What sort of learning experience is there in it for them? Here the beauty of the proposal emerges. All practitioners of architecture know the importance of being able to go out and sell a project or design ideas to an audience. Yet this experience of selling is rarely, if ever, included in the curriculum of an architectural school, and is therefore usually gained only through hard and bitter experience in practice. As a first public presentation experience, the course proposed here would provide students with an opportunity to test and sharpen their selling abilities in a nonthreatening situation. The experience would also give architectural students a chance to formulate for themselves—with help from sharp questions from the audience—what their future life's work is all about. In addition, this method would tap the tremendous, often hidden potential of many students to be capable teachers.

This would tap the often hidden potential of students to be capable teachers.

There are certainly many obstacles in the path of implementing this proposal. For instance, how can you get the many different schools of architecture to join together in such a plan? Does it pose an additional economic load for already overburdened and underfunded schools? Do the busy architectural students have the required time?

I feel that these problems of the plan are all minor when compared with those it is designed to overcome, which are of such importance to the public, the profession and the student. For the big picture shows that we are practicing for a population which rarely knows what we do and which often makes environmental decisions without the most elementary understanding or basic knowledge. What a tremendous return this program would give to the practitioners of the future if it makes clients more knowledgeable and receptive to new ideas.

And, at the very least, it would help the conversations at a cocktail party. □

Mergers and Acquisitions: An Outline Marriage Manual for Architectural Firms

Bradford Perkins

More than 200 major design firms have been acquired or have merged into other organizations during the last 10 years. The number of smaller firms following the same course is unknown, but the total is certainly even larger. Most of the acquirers are design firms, but during the 1960s many companies in other fields also entered the market for architects, engineers, interior designers and planners.

Charles Luckman's well-publicized marriage and subsequent divorce from the Ogden Corp. can be seen as a symbolic beginning and end to most of that 1960s phase. Today, therefore, the issue of mergers and acquisitions has returned once again to a more normal purpose among the design professions—that of a basic business tool.

Why are a growing number of firms getting involved in mergers or acquisitions? The reasons are varied:

- In firms formed just before or after World War II, the partners, now of retirement age, are looking for someone to bail them out of their financial and management involvements.
- Merger or acquisition is a way of strengthening a firm's financial, marketing or staff condition. One experienced consultant says a primary motive for most sellers is fear of the consequences of one or more of their weaknesses.
- Some firms see either merger or acquisition as the best way to enter new fields—new building types, new geographic areas, new professional disciplines, etc.
- Related motivations are those of the buyers who see this as a way of growing, and the sellers who see it as a way of becoming a bigger fish in a bigger pond. (Press reports indicate this was a large part of Luckman's original motivation.)
- Companies are acquired for their assets—their name, ongoing contracts, computer programs, etc.
- Almost all publicly owned buyers (and most privately owned buyers) do it to make money. During the heyday of the conglomerates, this was done through the legerdemain of showing that one plus one equals three. By merely lumping a company bought for five to 10 times earnings into a public corporation selling for 20 to 30 times earnings, the new division was supposed to be worth the higher multiple—whether or not the new division performed better as a result of the merger.

For example, I was once with a company that received a steady stream of offers from companies with stocks selling at over 30 times their per share earnings. The offers for our shares were usually in the form of the acquiring company's stock for an amount equal to about 15 times our company's per share earnings. If the acquisition had gone through, our earnings would have been lumped in with the parent's, and in theory the combination would sell for 30 times the combined earnings.

Thus, the acquirer made a paper gain in its total share value equal to twice the purchase price for our firm. With many of these former high flyers selling at a modest five or six times earnings today, many are no longer making acquisitions. If they are, the one plus one equals three phenomenon—or so-called synergy—is usually sought through effective management rather than a game of mirrors.

- In some cases, a merger or acquisition is used to give the buyer or seller a shot in the arm, for many firms sink into a management lethargy over time and need the adrenalin of such a major change.

Separately and together these motivations ensure a continuing interest in mergers and acquisitions.

The mechanics are as diverse as the motivation, but several steps are common to any well-thought-out merger.

Develop a strategy. This first step is essential. All major management decisions should be made under a management plan. Specifically, any merger or acquisition should be considered only after the firm's goals are clearly defined, its strengths and weaknesses are realistically analyzed and steps to achieve those goals are determined.

The lack of a good strategic analysis has produced some spectacularly bad marriages. For example, some of the sophisticated conglomerates went on a buying spree of highway design firms without thinking whether the acquisitions really suited their purposes. As the highway design field declined, even the limited justification of added earnings disappeared.

Today, experienced acquirers such as Caudill Rowlett Scott, Houston, or URS Systems Corp. in San Mateo, Calif., have tried to develop better approaches. The former, for example, has concentrated in part on acquiring leading firms in high growth fields, and the latter has been looking for firms that supplement its current geographic and marketing strengths.

Seek an appropriate partner. Assuming that to merge, to acquire or to be acquired is considered an appropriate step to take, the choice of a partner cannot be left to chance. With an overall strategy as a guide, it is possible to define what type of firm should be found. A typical profile of a firm to be acquired could include such guidelines as: a strong reputation in health facility design; good management as witnessed by low staff turnover, consistent profitability and a quality image; a trustworthy and compatible management team, and a location within an easy day's travel of the acquiring firm's home office.

A firm seeking to be acquired, for example, might define its potential acquirer as: a financially strong national firm with reasonably priced public stock or a privately owned firm with substantial financial strength and stability (what makes a stock price reasonable or what constitutes substantial financial strength is discussed later); a firm that can help find new, interesting clients and technical challenges, and an organization that supports rather than replaces existing management.

With these profiles in hand there are individuals and organizations who can help find potential candidates. This may mean going to one of the professionals who arranges such marriages for a living, such as investment banking firms and management consultants. On the other hand, it could merely mean making in-

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Mr. Perkins is a managing partner of Llewelyn-Davies Associates, New York City. Some of the material in this article was drawn from an unpublished paper by Michael Hough, "The Business Combination of Professional Planning and Design Firms."

quiries through friends, the trade press, other firms, etc.

In either case it is often useful to have an intermediary to act as a buffer between the acquirer and acquired, as well as to help in the negotiations. The fees for such services range from per diem consulting rates to fees such as ones based on the 5-4-3-2-1 formula (5 percent of the first million of the deal's value, 4 percent of the next million, etc.).

Screen candidates. Once they are identified, it is essential to make a thorough investigation of the potential partners. Hough recommends a highly structured comparative analysis of the firm's marketing, growth prospects, management, finance, operations and potential for synergism. My experience, however, has been that within these categories the key factors which must be understood can be reduced to five issues. Several of these are not quantifiable and, thus, call for in-depth personal research beyond and below the other firm's management and professional surface:

(1) The marriage must really satisfy the objectives of each firm's business plan. Moreover, each firm's specific objectives themselves should be compatible, even if they are different.

Both should see a similar combined organization emerging from the marriage. For example, an engineering firm acquiring an architect should think out whether it really intends for the architect to have a major voice in the design philosophy of the overall organization. Also, any firm should avoid being acquired in a situation where growth in net earnings is the primary objective, unless it fully understands the often unpleasant requirements of this goal. For example, I have seen an earnings-growth addiction dictate performance pressures on the principals, hire-and-fire personnel policies, under-staffing on projects and a number of other changes in a firm's former personality.

The importance of compatibility cannot be overstressed because of the central difference between a professional service firm acquisition and that of a manufacturing organization. The primary assets of the former are people, not plant and equipment. If these assets are not happy, they will get up and leave. This has already happened in many acquired design firms, but the most notorious examples are the developers, such as Levitt & Sons. According to almost every recent analysis, acquisitions of developers by large publicly owned industrial corporations have been disasters, in large part because the high-rolling, high-risk oriented development staff could not fit into the rigid management format of a *Fortune* 500 company.

(2) Both management groups must like, trust and respect each other. Although a partner in a major firm says one does not have to like his partners, but must respect them to make it work, I believe that there must be more than that.

(3) Each firm must feel confident that the other has management and professional stability. Is the firm overly dependent on one or two individuals whose departure would cripple its future? Does the firm have a consistently high quality reputation or is it a so-called marginal firm with more than a few dissatisfied former clients? Does the firm show the key indicators of good management: satisfied clients, profitability, low staff turnover, etc.? Acquisition by or merger with a stronger firm will not make a silk purse out of a sow's ear.

(4) Both firms must feel the price is fair. (The financial aspects of price setting or valuation are discussed later.)

(5) The other elements of the deal (role of the acquired firm in the combined organization, length of the employment contracts for the acquired firm's management, etc.) must also be satisfactory to both sides.

Most of these factors can be reviewed during the first few weeks or months of informal courtship. These preliminary discussions—without the pressure to complete the deal—are important preludes to formal negotiation.

A firm should not be discouraged if this preparatory period does not lead to a marriage contract or if it appears to drag on indefinitely. Experienced specialists in this field say that only one out of four deals which enter the serious negotiation stage actually goes through. Even at the handshake stage, where both parties are theoretically in agreement on the deal, the chances are not over 50-50. Finally, the time from contact to a signed agreement often exceeds 12 months.

Valuate and negotiate. If the preliminary discussions are positive, the stage is set for the heart of the negotiation: the establishment of a value or price for the acquired company as well as the many secondary conditions of agreement. There are many techniques used to arrive at a value but some of the most important parts of the equation are the following:

(1) What is the earning capacity and track record of the company? Most deals are expressed in terms of a multiple of past or projected profits, even if other factors have been considered in arriving at the multiple. This is not just a convenient shorthand. It is also the most important consideration to many acquiring firms.

In the case of many smaller businesses, such as the typical design firm, the earnings figure used in the calculation must also reflect adjustments to make the acquired firm's profits reflect its true earning capacity. Many privately owned firms have special arrangements, such as cash-basis accounting, a mother-in-law on the payroll, country club memberships, etc., which have been used to reduce the current owners' taxable income. If these are to be eliminated after the merger, the past profits should be adjusted to reflect the true accrual-basis earnings of the firm.

Multiples of five or six times after-tax earnings are common offering prices today. Some firms, however, still can obtain multiples of 10 or more—if some of the other factors discussed below are involved.

(2) What will those earnings prospects be if the two organizations are combined? This can be a major factor in a merger or an acquisition by a relatively small firm. Efficiencies at times can be achieved by combining offices and staff, for example, that make the combined firm far more profitable than its parts. This is synergism.

Some other relevant aspects of synergism include the new projects that will come from combined marketing efforts and the stronger image of the combined organization. If there is no synergism, in fact, there is some question whether the merger or acquisition makes sense. In almost all cases, the combined organization should have the potential to be stronger than its two parts operating separately.

(3) What are the growth prospects for the company? Are there any unusual threats or opportunities? Is the firm managed and positioned properly to meet these challenges? Increases in the multiple of earnings used to calculate the purchase prices are paid for firms with strong growth prospects. Stagnant or declining firms must expect lower prices per share than those with good growth potential.

(4) What is the dividend or cash flow picture of the firm? If the acquired firm not only does not need a cash infusion but can even generate cash for the overall firm, it will again command a premium. This was part of the reason that ITT fought so hard to keep Hartford Insurance even at very high cost. A new firm in need of cash, though, will probably be penalized.

(5) Does the acquired firm have any assets that should be considered in the equation? The firm's book value (the difference between its assets and its liabilities) is usually considered. In the case of professional firms, this figure is almost entirely tied up in accounts receivable. Computer programs, office space and other factors might also be relevant.

(6) What is the real value of the package being offered by the buyer? If it is a publicly traded stock, it may be undervalued or overvalued. Horror stories are not uncommon of individuals who traded their firms for stocks selling at $30 which today sell at $5. Other factors of the price being offered include the tax treatment of

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Before Putting Out an Office Brochure, Be Sure You Need One

David Travers

Before an architectural office embarks on the production of a brochure, which will cost thousands of dollars to prepare and print, it should undertake an analysis to see whether it really needs one. There seems to be an acceptance, almost as though it were revealed truth, of the idea that an architect or other design professional with his own shop must have a brochure. Yet many successful firms do not. Louis Kahn didn't; nor did Eero Saarinen. A. Quincy Jones in Los Angeles doesn't have an office brochure; nor does John Portman, Frank Gehry or I. M. Pei, to mention just a few.

Since the function of a brochure is to support business development, it follows that there should be some kind of selling going on to justify the heavy expense of a brochure. The more aggressive the marketing effort, the more useful a brochure will be. If an office follows a direct marketing strategy—ferreting out new business possibilities, initiating new client contacts and assiduously following them up, using muscular development sales techniques, taking "no" as a positive response—the general office brochure is a necessary tool.

However, the office which takes an approach to selling that is primarily indirect—whose good reputation or influence is enough to win over the prospective client—may find its brochures collecting dust on the shelf. A client who contacts the consultant is usually already well disposed towards him and the selling itself can be low-keyed, unassertive—more gentlemanly, if you will.

The majority of architects rely most heavily on the indirect method. As a rule, professionals don't feel confortable "selling their wares." It seems to be an innate aversion, which is reinforced in the professional schools where marketing and other business aspects of practice are treated as if they were X-rated and should come in plain brown paper covers.

Mr. Travers heads his own management consulting firm to architects and engineers. David Travers & Associates, based in Santa Monica, Calif. This article is part of a forthcoming book.

An office must find its own way, and its own ways of promoting its work. In order to determine what direction it should take, a firm must decide its goals and principal strengths and limitations, where it is going and, above all, what best suits its people. It is futile, for example, to try to impose a high-gear marketing program on professionals who consider selling demeaning and odious.

What *is* recommended is that an office engage in self-examination, have a dialogue with itself. If a brochure is decided upon, such introspection will also be of great help in shaping the content, design and subsequent uses of the brochure. With the question in mind of whether to brochure or not brochure, it can be especially useful to discuss the office's strengths and strategies, how it gets business, how it can do better and in what ways a brochure might help.

It is helpful to recall that from a marketplace point of view there are three major kinds of architectural offices: the "design office," the "volume office" and the "line of strentgh" office. There is a fourth category—really more of a condition than a category. It is the two-to-four-person firm struggling to stay afloat, the really tiny office and not the 10- or 15-person office which has declined because of bad times. It would be unusual for such a firm to have much of anything to show and a brochure would just advertise its weaknesses. The portfolio, not the brochure, is usually what is wanted here.

The design office is generally the most successful of the three types of firms, and can pick and choose among the limited number of institutional and corporate clients for whom cost is of incidental concern. The selling strategy of design offices is usually indirect. Their projects are well-documented in books and magazines, and their work well-known, so that commissions often flow in unsolicited and even unwanted. Often reprints of articles about the work of design offices will be more effective than brochures. Also, firms in this category are unlikely to be organizationally or psychologically prepared to use a brochure.

The volume office, in its more extreme form, is the opposite of the design office. Highly competitive and market-oriented, it deals in a large volume of diversified services and uses the sophisticated selling and promotional techniques of big business, including the exploitation of bigness itself. Almost without exception, large volume offices have brochures. Indeed, most have gone through whole series of different brochures and many are now working on sophisticated brochure assembly systems. An office brochure is rightly considered an indispensable support to the promotional activities of large volume offices.

The line of strength office is a catchall category into which falls the majority of firms that have achieved a measure of success through a resourceful pursuit of one or more of the following strategies: developing a building specialty, a solid but unspectacular design skill, operational efficiency, geographical specialization of promotional skills. For such offices, the potential for a wide and interested readership of a brochure is not great. Generally speaking, however, the office whose lines of strength include promotional ability (aggressive sales) can make good use of a brochure.

An office should engage in self-examination, have a dialogue with itself.

Following a hypothetical line of strength office through the self-examination process can be instructive. This firm has solid but unspectacular design skills and a solid position in the local establishment. Two years ago its two partners hired an ambitious and energetic young architect from SOM. Both the older men consider him to be potential partner material. So does he.

The young architect, concerned about a recent decline in business, believes a brochure will help to bring in new work. The partners sympathize with his concern, for the longer the period of reduced activity, the longer it will be before the firm can support three partners. The following are excerpts from a discussion initiated by the young architect:

Design Partner: I don't see that we need a brochure. Our business comes from people who already know us and our work. But if you want one, I'll go along.

Business Partner: Just a minute. Brochures cost a lot of money and we've agreed this is a time for cutting, not spending. Besides, I agree; we get business from our clients and from referrals; that's our strength and we should concentrate on it. That's how we built the practice.

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Preliminary frame analysis determines simple steel frame with braced core most efficient.

Eastern Properties Office Building, Lexington, Ky., is a 33,300-sq-ft structure designed to accommodate a radio station, a corporate headquarters for a large financial organization, a computer operation, and a complete printing shop.

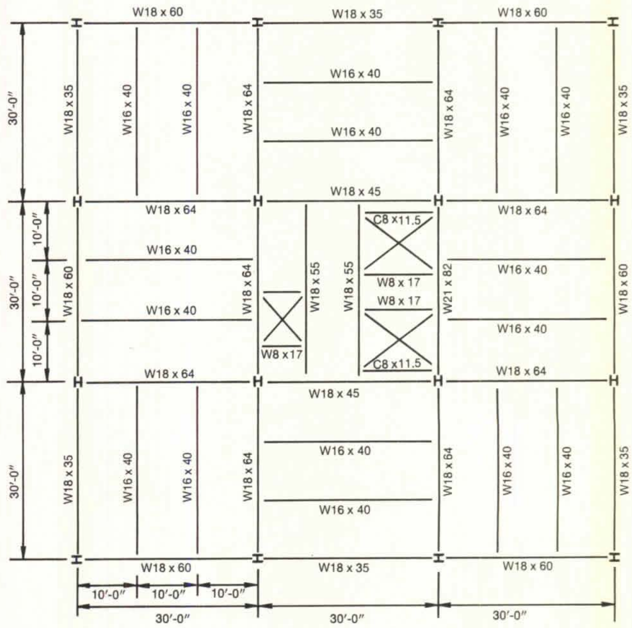
The owners, along with the project's structural engineers, White, Walker & McReynolds, requested a preliminary analysis based on a building having six supported levels. Several framing schemes were investigated, but the most efficient proved to be a simple connected frame with a braced core. Because of various other factors involved, the owner decided on a 4-level structure with a 5th-level mechanical penthouse. The framing scheme, however, remained essentially the same as that recommended by the framing study. "We selected structural steel for the framing material because of its ease and speed in erection, lower cost, and its structural ability to support the clear spans required by the owner," reports Bank Management Associates, construction managers for the project. "Based on Bethlehem's preliminary framing analysis, we selected the scheme that would be the most economical and use the smallest amount of steel necessary."

Erected in 30 days

The office, situated on an elevated site, rises 66 ft 6 in. from its on-grade, 93-ft-sq base. ASTM A572 Grade 50 high-strength steel is used in the base tier portion of all columns. The balance of the steel is A36. The entire structural frame was erected within one month and is expected to be ready for occupancy within eight months.

Wind loads are accommodated in the central core by X-bracing in one direction and K-bracing in the other. The core houses all vertical transportation, fire protection equipment, restrooms, mechanical, and electrical shafts.

Spray-on fire protection is applied in accordance with the BOCA building code specifications. Columns are rated for 2 hours; beams for 1 hour.



Typical floor framing plan illustrates the structure's generous column-free bays. The frame is designed for a live load of 100 psf plus 25 psf for partitions.

The floor system consists of a 3¼-in. lightweight composite concrete topping over 2-in. non-cellular composite steel deck. Floor-to-floor height is 12 ft. Bethlehem furnished all of the structural steel requirements for the building.

Owner: Eastern Properties, Inc., Lexington, Ky.; *Architects:* Johnson/Romanowitz, and W. D. Hatcher III, consulting architect, Lexington, Ky.; *Structural Engineer:* White, Walker & McReynolds, Lexington, Ky.; *Fabricator/Erector:* Englert Engineering Company, Nashville, Tenn.; *Contractor:* White & Congleton Co., Inc., Lexington, Ky.

BOOKS

The Landscape of Man: Shaping the Environment from Prehistory to the Present Day. Geoffrey and Susan Jellicoe. New York: Viking, 1975. 383 pp. $35 ($31.50 for AIA members from the Institute's Department of Publications Marketing).

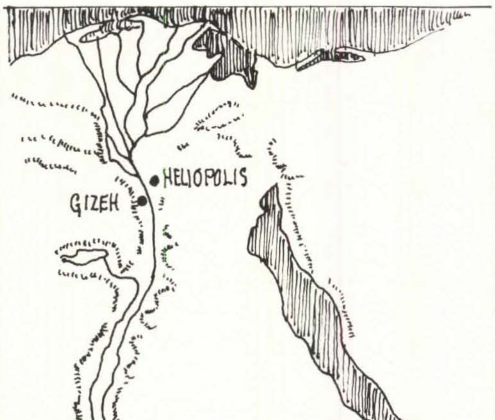
When authors gather up pictures, generally well-known, and annotate them with text, generally common knowledge, the result is often described in terms of the piece of furniture on which the book sits, the coffee table. *The Landscape of Man* is not a coffee table book. In it, the Jellicoes have assembled an array of unusual photographs to illustrate their provocative comments. The result is a remarkable journey through time and space and a valuable work of reference.

The book traces landscape design from its beginnings to today. Covering the entire history of the world is a huge task, especially when landscape is defined in the broadest possible terms. At first its seems no different from so many other volumes, but the Jellicoes have been both extremely selective and thorough. What sets their work apart from others is the way in which they relate buildings to people, people to ideas and ideas to history and environment.

Aerial photographs, distant views, simple site plans and maps reveal new relationships. It is one thing to see a view of columns or stairs among the ruins at Persepolis and another to see Persepolis as a city. Here we see the whole city from above and then from a distance, its built-up plateau extending out from the mountains, 60 feet above the plain. Unlike photographs which merely document buildings as art objects, these convey a sense of setting, a you-are-there perspective. They are all in black and white and many were photographed by Susan Jellicoe.

The text is concise, yet filled with facts. Students may wish for a clearer arrangement of captions and dates with the illustrations, but this layout no doubt permits more entries.

At Gizeh, with a familiar view of the pyramids, the Jellicoes include a surprising air view showing the three pyramids, the Sphinx and the overflowing Nile.



Somehow the pyramids always seemed before to be in the middle of the desert; at last their true location is seen—by the river. With the temples on the east bank and tombs on the west, the Nile is the key to Egyptian art and history; it is a welcome change to find these monuments explored in their landscape context. From the New Summer Palace near Peking to New York City's Central Park, from the Ziggurat of Ur to Dulles International Airport, there is much to explore. The Jellicoes provide the itinerary for a first-rate design adventure. *Jane Canter Loeffler, Consultant in Planning and Design, Washington, D.C.*

Designing Schools and Schooling for the Handicapped. Jack W. Birch and B. Kenneth Johnstone, FAIA. Springfield, Ill.: Charles C. Thomas, 1975. 229 pp. $14.50.

This work is not the greatly needed drafting table manual on designing barrier-free schools. Nor is it quite able to make up its mind as to whether its focus is the special school that successfully educates children whom the authors insist upon calling "exceptional," that is to say, handicapped, or whether its focus is the basic public school fit to handle educational programs for the mentally or physically handicapped.

Still, one should not quibble. The book is clearly aimed not so much at providing pat architectural answers as at helping educators and designers think through the problem. It will clearly help the reader who can wade through the rather prolix, platitudinous style (the school "should be a product of today's cultures and, at the same time, a friendly and helpful beacon for children on their way into their own futures. . . .") come up with a sound, workmanlike educational and architectural program.

And that, in an age that jumps to solutions without properly defining the problem, is no mean feat. *Stephen A. Kliment, AIA*

The Dream Deferred: People, Politics and Planning. Samuel Kaplan. New York: Seabury Press, 1976. 242 pp. $9.75.

If you are interested in the faults of local government, particularly in metropolitan areas, this book exposes it all. It is an autobiographical study of Kaplan as he discovers the perils of local suburban government. He focuses his attention on his own community of Port Washington on Long Island in New York State, a suburb of New York City. All the usual problems are there: Balkanized self-serving local government, political corruption, pollution, growing crime, lack of low- and moderate-income housing and deteriorating schools—but, compared to New York City, a decent place to live for a married author with two children and a dog.

The book is yet another excellent analysis of this nation's suburban dilemma: how to provide efficient governmental services, including land-use planning, on a scale which meets two frequently conflicting criteria, namely, the maintenance of participatory democracy and the recognition of the metropolitan nature of most urban problems. Kaplan recommends a "regional" approach to transportation, education, housing and environmental problems. His proposals are not new or even profound, but they are still as timely as they were 10, 15 or 20 years ago, unfortunately, when they were first articulated by keen urban observers. The Presidential commissions on housing, civil disorders and urban problems in the '60s called attention to the ineptness of governmental organization in metropolitan areas to cope with the very real problems of growth and change.

One of the tragic results of the Watergate scandals is the increasing distrust of government at all levels. It is only through government action that urban growth problems can be solved. Such wounds are slow healing. Instead of turning to government for reform, the public is turning away in revulsion.

Many people feel that things are getting even worse—evidence the recent major legislation coming out of the political system at the national level which further exacerbates and entrenches local parochial interests. The community development block grant program distributes over $3 billion a year by a formula to local governments which are vigorously pursuing their self-interest. As Kaplan points out, this self-interest is seldom in the interest of the region, particularly with respect to the basic community development issues.

All is not lost: Growth and development problems are increasingly recognized by the public and, as in the past, it is the wisdom of the public at large which drives the political system to make the needed adjustments to improve the common welfare. We need more writers and readers of this kind of book. *Michael B. Barker, AIP, Administrator, AIA Department of Environment and Design*

A History of Building Types. Nikolaus Pevsner. Princeton, N.J.: Princeton University Press, 1976. 352 pp. $37.50.

Pevsner says that to his knowledge there is no history of building types in existence. His scholarly study, then, is an important one. In his modest way, he apologizes for any fault the book may have, saying that at his age "one is anxious to see a book come out, better faulty than not at all."

The book is an extension of the Mellon lectures in the fine arts given at the National Gallery in Washington, D.C., in 1970. At that time, Pevsner gave eight lectures on 16 building types; he has added four others in the book but even so, he says, not all types are covered by any means. He concentrates on American and European architecture, principally in the 19th century. The 19th century is chosen because it was "the crucial period for diversification."

The book begins with national monuments and monuments to genius. The next four chapters pertain to government buildings from the late 12th century, including houses of parliament, ministries and public offices and town halls and law courts. Chapters follow on theaters; libraries; museums; hospitals; prisons; hotels; exchanges and banks; warehouses and office buildings; railway stations; market halls, conservatories and exhibition buildings; shops and stores, and factories. Pevsner shows how each type evolved architecturally in response to social change. Three stories are interwoven, says Pevsner: "one following functions, one materials and one style."

America has led the world in hotel building, Pevsner comments, and he discusses many American hotels in the chapter on that building type, using letters, travel guidebooks, hotel memoirs and other sources. He tells of how Casanova in 1779 stayed in Naples at the Crocelle in Chiaia and found that "girls are easily provided." But despite this Neopolitan attraction, "the three most monumental hotels of these years were all in the United States." He comments on Isaiah Rogers' 1827 design of the Tremont in Boston, "the first American hotel to be an architectural monument." In addition to such amenities as a ladies' drawing room and a reading room, the hotel boasted of eight privies between the two wings of the building, which were reached by a passage from the bedrooms and parlors. There were also eight rooms for bathing in the basement, with free soap provided in the bedrooms.

In later days, the "most serious" architectural style for hotels was McKim, Mead & White's Italian Renaissance. California started its swing of hotels with the Gold Rush. John Gaynor's Palace opened in 1874 in San Francisco. It cost $5 million, and was called by a contemporary "one of the most magnificent hotels on the American continent."

The Palace burned, but the Brown Hotel in Denver, opened in 1892, "is happily still with us. . . ." But, despite the glories of the Brown, it is nothing if compared with the Hyatt Regency in Atlanta. "It plays the Morris Lapidus game and beats Lapidus at it," says Pevsner. But back to the 19th century. Architecturally, says Pevsner, the most valuable was the Auditorium in Chicago.

The book contains many illustrations. Despite Pevsner's apology for "any fault," it is a contribution to social history.

continued on page 56

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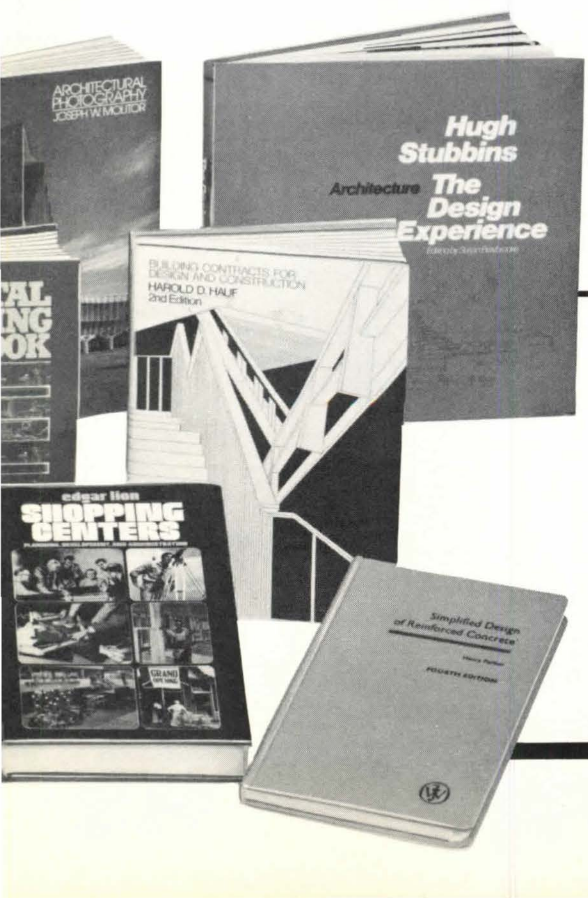

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Para-Transit: Neglected Options for Urban Mobility. Ronald F. Kirby, Kiran U. Bhatt and others. Washington, D.C.: Urban Institute, 1976. 319 pp. $4.95.

Both the personal automobile (which accounts for about 90 percent of all urban trips) and conventional public transit services, such as scheduled buses, fail to meet the demands of public transportation in urban areas. This report on alternative means of transportation was funded by the Urban Mass Transportation Administration and the Federal Highway Administration.

Para-transit services are grouped into three categories: hire and drive services, hail or phone services and prearranged ride-sharing services. The first section of the report considers the characteristics of each category, discussing the para-transit potential and making recommendations for action for planners, policy makers and operators.

Part 2 of the report is a review of para-transit operating experience, discussing the roles that para-transit services now play in urban transportation. There are many case studies, such as a cab service in New York City and Washington, D.C., existing dial-a-ride systems and jitney services, car pools and short-term rentals. This section also includes chapters on a comparative study of para-transit modes and on innovation in para-transit regulation, setting forth specific regulatory actions. The authors conclude that the "potential of para-transit modes appears to exceed its present utilization." Although such services as dial-a-ride and subscription bus have proved to be effective in a few places, "on a national scale they are relatively insignificant at present. Current urban goals for providing mobility with minimal congestion, pollution and energy consumption strongly favor the expansion of these para-transit services, and it seems likely that they will play an increasingly important role over the next decade."

It is interesting in regard to this report that the Museum of Modern Art in New York City has mounted an exhibition that opened in June called "The Taxi Project." Five newly designed taxis, roomier than even London cabs, are on display. The exhibition has three purposes: to produce a vehicle that would better serve the needs of the taxi industry, including both drivers and passengers; to propose an expanded role for taxis as the "unsung heroes of urban transportation"; and to demonstrate that para-transit vehicles "are vital to the community in terms of the economy, the environment and the conservation of energy, as well as efficiency and convenience." The exhibition runs through Sept. 7.

In connection with the exhibition, the museum has published a 160-page volume entitled *The Taxi Project: Realistic Solutions for Today*, by Emilio Ambasz, curator of design. The book contains statements by five engineering and design teams of manufacturers who produced the prototype taxis on exhibit, as well as essays by G. N. Georgano, Martin Wohl and Brian Richards. Ambasz says that the five prototypes "are practical and realistic solutions that industry can produce at reasonable prices and that can be operated economically." Both European and American designed, the taxis have met the museum's requirements as set by its "Design Specifications Manual." The museum concludes that "if taxicabs and jitney services were assigned a more important role in urban transit, considerable improvement could be brought about by a comparatively small investment. The impact of such changes would be visible in a short time, and have positive effects throughout the city structure." Furthermore, the needs of the handicapped, the elderly and the poor would be better served.

The book may be bought for $12 from the Museum of Modern Art, 11 W. 53rd St., New York, N.Y. 10019.

Expressionist Architecture. Wolfgang Pehnt. New York: Praeger, 1973. 232 pp. $27.50.

Over the past two decades, Pehnt has increased in stature as an architectural critic and historian. He presents here an enormously detailed and well-documented account of the architecture of expressionism, a movement around the end of World War I that is hard to define but one that has exerted tremendous influence that is felt to this day.

The often involved scholarly discussion, including many references to the indexed sources in the back of the volume, pertains to an architecture which is often heterogeneous in origin, character, quality, meaning and significance. In his desire to be comprehensive and to tie the phenomena of this actually very brief period—approximately 1914 to 1924—into a large context of origin and demise, Pehnt presents what is almost a who's who of post-eclectic architecture. All of them, at one time or another, did something that appears to be expressionistic, preceded or led to expressionism or that was influenced by expressionism.

The center piece of the discourse is the work of those who usually are considered the most legitimate representatives of German expressionist architecture—most of all, Bruno Taut whose work is discussed and shown throughout the book.

At times Pehnt tries to discuss the general circumstances which surrounded expressionism in architecture, but he seems to react to the related sociopolitical events as rather disturbing factors. In the course of this broad layout, therefore, we see Italian futurism, Rudolph Steiner's theosophic designs, Gaudi, the Dutch Amsterdam school with de Klerk, Mendelsohn's dynamic forms that were never meant to be expressionistic, Frank Lloyd Wright and Sullivan all discussed in a manner as if they had something intrinsically in common. Although some of the designs were "utopian" and "fantastic," they were not necessarily expressions of unhappy times as the period of the Weimar Republic is often characterized.

As far as background is concerned, there exist certain cross currents from the British arts and crafts movement; references by expressionists to medieval craft guilds are well-documented. This, however, leads Pehnt to construe that the reformers were romantically looking backward. Supposedly, while breaking up the traditions of the upcoming industrial age, they failed to look forward to the existing developments of the machine age. Only Gropius and his Bauhaus are praised for having found the energy to break away from "art and handicraft" to the formula of "art and technology."

In my judgment, Pehnt presents a wrong perspective when dealing with questions of what expressionism meant for the future. The reasons for this error will be found in the just mentioned half-truths of an alleged content of medieval "mysticism" instead of a forward-looking "rationalism." Seen with empathy, however, all these romantic references to an unselfish Gothic brotherhood resulted from a reaction to a lost war and subsequent revolution against the imperialistic forces of the upcoming industrial capitalism that inflicted great misery. There was no true "mysticism" in the common religious sense to which some Nazis felt attracted. There is a tenor of antipathy in the book whenever the author tries to grapple with the meaning of all that fantasy. He ill conceals his aversion to any radical connotations and tries even to construe that the romanticism of expressionism lent itself to an infiltration of Nazism. Nothing could be more far-fetched.

There are many philosophical topics that were on the minds of the modernists and with which Pehnt tries to deal, such as "total architecture," "free schools," etc., which influence architecture to this day. Readers will be fascinated by the unexpected richness of the material and with its wealth of illustrations—some of them not seen since their original publication and some never before published.

Typography and printing are of high quality. The only exception is that the small page numbers on the inside force the reader to open the book all the way in search of the page number, and he has to have it in order to relate what he is reading to the references in the back of the book. *H. H. Waechter, AIA*

Alternatives in Energy Conservation: The Use of Earth Covered Buildings. Arlington, Tex.: Center for Energy Policy Studies, Clearing House for Earth Covered Buildings, University of Texas at Arlington, 1976. 353 pp. No price given.

In 1975, a conference was held at the University of Texas in Arlington (funded by the National Science Foundation) at which time participants discussed the energy conservation potential of earth-covered and underground buildings. This book includes papers presented by authorities on a variety of related topics. The papers are arranged around major themes such as economics, political and legal considerations and environmental psychology. As Seth Tuttle of the National Science Foundation said in his summary remarks, "In the broadest sense, underground space should be viewed as a resource to be wisely used. . . . Earth-covered buildings are a classic example of an existing or formerly used technology which is presently underutilized."

Dictionary of Development Terminology. J. Robert Dumouchel. New York: McGraw-Hill, 1975. 278 pp. $9.95.

The terms defined in this volume are the "shoptalk" of builders, architects, real estate brokers, et al. In all, some 2,300 terms are defined. The book's usefulness is increased by an alphabetical listing of about 200 abbreviations and acronyms.

Specifications: For Architecture, Engineering and Construction. Chesley Ayers. New York: McGraw-Hill, 1975. 430 pp. $13.50.

This book is written for the person who has had no experience in a professional office. It is useful as well for those who want to refresh themselves on proper methods of writing specifications. Among the topics discussed: contract documents, types of specifications, how to write a technical section, invoicing precedures and computerized specifications. There are nine appendices, including samples in typewritten form to let the novice know about the appearance of specifications as used in the office.

Informal Directory of the Organizations and People Involved in the Solar Heating of Buildings. William A. Shurcliff. Cambridge, Mass.: The Author (19 Appleton St., Cambridge, Mass. 02138), 1975. $5 prepaid.

This is a selective directory of government agencies, institutions, professional organizations, foundations and individuals who have worked in the area of the solar heating of buildings. The directory is "global" to the extent that there are included names of organizations and people in 26 countries, although its major emphasis is upon the U.S. *continued on page 61*

LETTERS

Architects in Industry: The article entitled "The Varied and Significant Roles Played by Architects in Industry" in the May issue is useful to both the practicing and the future architect.

The article makes some good points concerning which the potential consultant should be aware as he develops a commission for a corporate client. It is also useful for the student to know that there is an area of architectural practice other than the traditional one. It is hoped that the architect in industry will also fill the role of an informed client who wants the maximum performance of the design consultant, thereby benefitting both the client and society in general.

There was no mention in the article, however, of the corporations which employ a capable design staff to provide "full service" in-house. The 3-M Co. is one such corporation. Its staff for many years has provided in-house architectural design, working drawings, specifications, interior design and civil, structural, mechanical and electrical engineering. And in recent years, the staff has increasingly devoted time to programming and master planning major site expansions.

The architectural staff at 3-M consists of about 22 persons, nine of whom are registered architects in about 20 states. There are five AIA chapter affiliates, three of whom are corporate members. There is a great opportunity from a personal point of view for the design professional as an architect in industry. The profession would do well to more fully recognize this area as a viable one of architectural practice.

John E. Rudquist, AIA Assoc.
The 3-M Co.
St. Paul, Minn.

EVENTS

Aug. 26-28: Short course on Research Opportunities and Funding for Architects, AIA Headquarters, Washington, D.C. Contact: AIA Research Corp., 1735 New York Ave. N.W., Washington, D.C. 20006.
Aug. 30: Postmark deadline, awards program for the best in urban design, preservation and conservation. Contact: Janet Vrchota, *Design & Environment,* 355 Lexington Ave., New York, N.Y. 10017.
Sept. 3, 10, 17 and 24: Conference on Energy Applications for Buildings, Oakland Museum, Oakland, Calif. Contact: Dale Sartor, Interactive Resources, Inc., 39 Washington Ave., Point Richmond, Calif. 94801, (415) 236-7435.
Sept. 6-8: World congress of the International Federation of Landscape Architects, Istanbul, Turkey. Contact: IFLA 1976, Congress Secretariat, Arco Velho, Sintra, Portugal.
Sept. 8-26: Northwest Region/AIA convention, Seattle and Helsinki, Finland.
Sept. 9-10: Institute on Outdoor Athletic Facilities, University of Wisconsin, Madison, Wis.
Sept. 9-12: South Atlantic Region/AIA annual conference, Mills Hyatt House, Charleston, S.C.
Sept. 14-15: Workshop on Preservation, Restoration and Remodeling of Buildings and Landscape, Iowa State University, Ames, Iowa.
Sept. 15-19: Western Mountain Region and Arizona Society/AIA annual conference, Tempe, Ariz.
Sept. 16-17: Seminar on Life Safety Codes, Holiday Inn-Airport South, Philadelphia (repeat seminars: Sept. 30-Oct. 1, Atlanta; Oct. 14-15, Minneapolis; Oct. 28-29, Oklahoma City; Nov. 8-9, Seattle; Nov. 18-19, Phoenix; Dec. 9-10, Washington, D.C.) Contact: National Fire Protection Association, 470 Atlantic Ave., Boston, Mass. 02210.
Sept. 17-19: New England Region/AIA annual conference, Boothbay Harbor, Me.
Sept. 19-24: Conference on the Present Status and Research Needs in Energy Recovery from Wastes, Hueston Woods State Park, Oxford, Ohio. Contact: Engineering Foundation Conferences, 345 E. 47th St., New York, N.Y. 10017.
Sept. 21-22: Seminar on Energy Management in Buildings, Chicago (repeat seminars: Oct. 19-20, San Francisco; Nov. 30-Dec. 1, Houston, Dec. 7-8, New York City). Contact: Heidi E. Kaplan, Dept. 14NR, New York Management Center, 360 Lexington Ave., New York City 10017.
Sept. 23-24: Workshop on Energy Conservation Standards and Codes in Airconditioning and Heating, University of Wisconsin, Madison, Wis.
Sept. 26-30: International symposium on Planning of Radiological Departments, Philadelphia. Contact: Dr. Francis J. Shea, Temple University Health Sciences Center, 3401 N. Broad St., Philadelphia, Pa. 19140.
Sept. 27-Oct. 1: American Society of Civil Engineers annual convention, Philadelphia.
Sept. 30-Oct. 2: National Association of Women in Construction annual convention, Philadelphia. Contact. NAWIC, 2800 W. Lancaster Ave., Fort Worth, Tex. 76107.
Sept. 30-Oct. 2: New Jersey Society of Architects annual convention, Hyatt House, Cherry Hill, N.J.
Oct. 3-5: Central States Region/AIA annual conference, Hilton Hotel, Omaha, Neb.
Oct. 4-8: Short course on Solar Energy Thermal Processes, University of Wisconsin, Madison, Wis.
Oct. 17: Iowa chapter/AIA annual meeting, Scheman Center, Iowa State University, Ames, Iowa.
Oct. 20-22: Michigan Society of Architects annual convention, Longs Convention Center, Lansing, Mich.

GOING ON

continued from page 13
corporations are losing a great deal of control over the quality of the finished product."

There are now about nine school construction projects in Indiana that could be illegal based on the attorney general's opinion. Charles M. Sappenfield, FAIA, president of the Indiana Society of Architects, says that the attorney general's opinion "also has implications for other work which is financed by public funds."

AIA's Advice on Energy Is Adopted by Democrats

The Democratic Party's platform committee adopted AIA's recommendations for energy conservation as part of its platform. Section 5 of the platform on natural resources and environmental quality recommends increased emphasis on conservation, performance standards for new buildings, financial incentives for retrofitting and the development of alternate energy sources. "The incorporation of AIA's recommendations in the platform represents another step in the Institute's plan to implement our national energy conservation policy," says Louis de Moll, FAIA, president of the Institute.

The platform states: "If America, as we know it, is to survive, we must move quickly to develop renewable sources of energy. The Democratic Party will strive to replace the rapidly diminishing supply of petroleum and natural gas with solar, geothermal, wind, tide and other forms of energy, and we recommend that the federal government promptly expend whatever funds are required to develop new systems of energy. . . . The time has come to deal with the realities of the energy crisis, not its illusions. . . . The Democratic Party will support legislation to establish national building performance standards on a regional basis designed to improve energy efficiency. We will provide new incentives for aiding individual homeowners, particularly average families and the poor in undertaking conservation investments."

De Moll says that AIA has also made a similar effort to have the Republican Party platform committee incorporate Institute recommendations on energy conservation in its proposed platform, still being drafted at this writing.

Performance Approach For State Energy Standards

Mandatory minimum prescriptive standards for thermal efficiency in buildings frequently become maximums, bypassing significant energy saving opportunities, said Carl F. Bradley, FAIA, vice president of the Institute and chairman of its energy committee, in recent testimony at a public hearing on the Federal Energy Administration's proposed state energy conservation plan guidelines.

"As we understand the law," Bradley said, "any state wishing to apply for federal financial assistance under the Energy Policy and Conservation Act must submit for FEA approval a state plan with certain mandatory features." Such prescriptive standards, he said, are best exemplified by the American Society of Heating, Refrigerating and Air-Conditioning Engineers' Standard 90-75, chapters 4-9, and HUD's *Minimum Property Standards*. Hence, FEA "had no option but to cite" these documents.

Such a prescriptive approach, Bradley said, "neither encourages nor promotes capturing the full degree of savings possible. The performance approach, on the other hand, recognizes that a building is an energy-consuming entity and that the effective utilization of energy is related to the many interrelationships among its various parts."

Bradley urged FEA to revise its proposed guidelines to include chapters 10 and 11 of the ASHRAE document, which consider alternate approaches to energy conservation. He also asked that FEA "acknowledge that prescriptive standards are a first step, an interim measure" and that states be encouraged to develop their own performance-based standards.

"Those states that take the easy way out and are content with the present prescriptive standards will not only be saving less energy, but they will also be postponing an inevitable transition to the performance approach," Bradley said. Energy goals can be reached, he said, without spelling out how a structure is to be built, or without specifying the performance of any individual system within the building.

Bradley said that the General Services Administration has already initiated work on performance approaches and that some states, including Florida, Ohio and California, are moving in that direction. Also legislation authorizing the development of performance standards is now under consideration by a House-Senate conference committee. "Whatever the outcome of this particular bill," Bradley said, "it is apparent that performance criteria represent the preferred approach and that significant initiatives have been taken toward the development of performance standards."

Solar Source Technology For Homes Is Exhibited

An exhibition of residential solar heating, cooling and conservation technology is on view on the Washington, D.C., Mall through October.

The idea for the display was conceived by Concern, Inc., a nonprofit organization whose purpose is to develop public awareness of environmental issues and recommend appropriate citizen action. Funding for the exhibit was furnished by the Energy Research and Development Administration (ERDA), the Federal Energy Administration (FEA) and HUD.

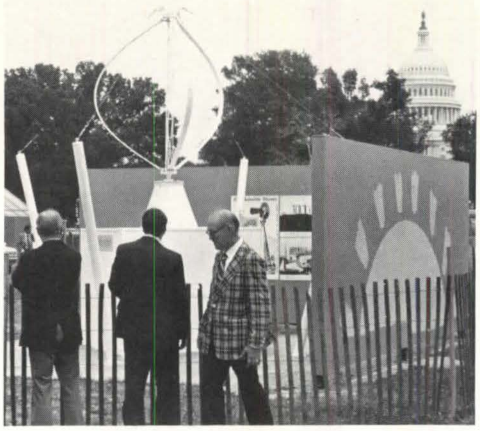
The exhibit imparts information through displays that can be touched, walked through and heard as well as seen and read. It starts with a short history of solar energy, beginning with Archimedes' alleged use of the sun's rays to set fire to an attacking Roman fleet.

Walking through the exhibit, one encounters, among other displays, a "solar shooting gallery," which shows how photovoltaic cells convert sunlight directly into electricity; solar water heaters, which constitute one of the most practical applications of solar energy for the home; models of, and information about, 20 existing houses with solar collectors, and detailed information on energy use by the world's more affluent nations.

Providing the visual focus of this exhibit is a "sun fountain," which rotates slowly, and is powered by solar energy. There is also a Darrieus vertical-axis wind generator, or wind turbine; a demonstration of solar airconditioning, and a model house showing the latest energy-conserving materials and construction techniques.

At still another display the visitor can punch his or her area code into a computer and receive a print-out of solar data for the geographic area and information for saving energy. There is also an "oasis" which shows that solar power can be an effective cooling agent even in the hottest climes.

The exhibit was designed by Cambridge Seven Associates.



Deaths

Joseph Cooley, Galveston, Tex.
Maurice Golden, West Hartford, Conn.
D. Stewart Kerr, Santa Maria, Calif.
Herman M. Leonhard, Bismarck, N.D.

Lorenzo S. Winslow, AIA: Architect of the White House during the administrations of Presidents Roosevelt and Truman, Mr. Winslow was responsible for extensive renovations at the executive mansion. The reconstruction project, completed in 1952, involved virtually rebuilding the mansion's interior. He also supervised the addition of the so-called Truman balcony to the south portico in 1948. Mr. Winslow, who died on June 20 at the age of 85, practiced architecture in Greensboro, N.C., from 1925 to 1931 when he came to Washington, D.C., to work for the federal government. He was formally named architect of the White House in 1940. In 1953, he left government service to practice privately in Washington, D.C., and during the '50s and '60s, his private commissions included the restoration of the Georgetown Presbyterian Church and the New York Avenue Presbyterian Church.

Joseph Julian Patterson, FAIA: A director of the Texas Society of Architects from 1959 to 1965 and president of the Fort Worth chapter/AIA in 1950, Mr. Patterson was a senior partner in the Fort Worth firm of Patterson, Sowden, Dunlap & Epperly until his retirement in 1973. He died on June 26 at the age of 82. His principal works include buildings at North Texas State University at Denton, the University of Texas at Arlington, Abilene Christian College and San Angelo College; St. John's Episcopal Church and the Museum of Science and History in Fort Worth, and numerous schools, churches, banks and office buildings. He attended Oklahoma A&M University where he was an associate professor of architecture. In the 1960s, he was a member of the Fort Worth city plan team.

Newslines

A nonprofit, international organization to study automated transit concepts has been formed. The Advanced Transit Association was established because of the "increased interest in moving people in urban areas." Membership is open to all who are interested in the improvement of "urban living through the application of advanced technology and planning concepts to transit service." Information may be obtained from Charles P. Elms, N. D. Lea & Associates, Inc., 123 Green St., Huntsville, Ala. 35801.

Dik Vrooman, FAIA, was honored by Texas A&M University recently when he was named university faculty lecturer for 1976. The subject of his lecture, given on Mar. 25, was "The Secrets of Ancient Design: Can They Be Applied Today?" He has taught at the university since 1949 and recently visited Egypt to study the Great Pyramid, a key subject in his lecture.

The Inter-American Development Bank and Washington Women in Architecture were cosponsors of a recent exhibition of projects by women architects in the national capital area. IDB is an organization of 27 nations concerned with the economic and social development of Latin America; WWA is an organization of women architects whose purpose is to exchange ideas and to increase public awareness oı design and of the status of women architects.

Employment Opportunities: The Public Service Commission of Canada has a continuing requirement for experienced restoration architects and invites interested persons to submit applications. Write: Sciences and Technology Program, PSC, Ottawa, Ontario, Canada K1A 0M7. The **University of Virginia** is seeking a chairman of its division of architectural history

continued on page 63

Books from page 57

The End of Imprisonment. Robert Sommer. New York: Oxford University Press, 1976. 211 pp. $8.95.

Psychologist Robert Sommer, who first became interested in corrections when he was a member of a federal task force on correctional architecture, has written a straightforward book for both law enforcement personnel and the general public. He says that he first thought prison problems could be solved "by building small, modern institutions close to the inmate's home with ample amenities, privacy, provision for family contact, counseling, academic and vocational training and access to community facilities." He's changed his mind, finding prisons "inhumane and brutalizing" warehouses for the poor, the uneducated and minority have-nots. What hasn't been taken into account, he says, were the "obvious facts that prison is used for only a very small number of offenders in a highly discriminatory manner and that most offenders are losers who are marked indelibly. . . ."

After a discussion of the failures of the American prison system, Sommer makes a plea for detention rather than long-term imprisonment. "We are faced with the choice between several years of meaningless incarceration that is likely to embitter the offender even further, and brief detention to enable him to settle down and get over his anger while we put our money into restitution, job training and work alternatives. The weight of logic is on the side of the short sentences with a jury trial mechanism for incapacitating individuals who are still dangerous."

He calls for long overdue improvement of short-term detention facilities, notably city and county jails. Sommer knows that all prisons can't be eliminated tomorrow. But he says that 25 percent of prisoners could be discharged immediately with no harm to public safety. Another 25 percent could be discharged within a year. "With a continued commitment to the end of warehousing offenders, it is probable the long-term prison population can be reduced to 10 percent of what it is today."

The Architecture of Luis Barragán. Emilio Ambasz. New York: Museum of Modern Art (distributed by the New York Graphic Society, Boston), 1976. $27.50 hardbound, $12.50 paperbound.

Luis Barragán, the acclaimed Mexican landscape architect, roots his designs in the cultural traditions of his country. "It is through the haunting beauty of his hieratic constructions that we have come to conceive of the passions of Mexico's architecture," says Emilio Ambasz, curator of design at the Museum of Modern Art in New York City. The book, containing an essay on Barragán and analyses of seven of his projects, has been prepared in connection with a slide exhibition of Barragán's work at the museum, organized by the department of architecture and design.

The book is a handsome one, illustrated with many photographs, 28 of which are in color, an essential element in understanding the Mexican architect's work. Among the projects discussed and illustrated is El Pedregal, a housing development where Barragán turned a desert of lava into a garden. There is also a chapel in Tlalpan to the glory of St. Francis, where the architect skillfully used only a few materials and the wonderful Mexican light to create what Ambasz calls a "mystical ambience." Another project was for Satellite City, where Barragán designed five strikingly beautiful abstract towers of varying height and color to pierce the skies above the flat plateau. Also there is Barragán's own home, which he calls his "refuge, an emotional piece of architecture, not a cold piece of convenience." Illustrated with seven pages of photographs, the house and its gardens, "one made of leaves and passing birds, the other of winds and migrant clouds," is serene and simple. All of the projects by this remarkable man are of "great architectural poetry," as Ambasz says.

Lakes and Ponds. Joachim Tourbier and Richard Westmacott. Washington, D.C.: Urban Land Institute, 1976. 73 pp. No price given.

Lakes and ponds, whether natural or man-made, increase the value of residential property. Their development and management, however, must be handled with care. This publication of the Urban Land Institute explores the various aspects of waterside property and lake development. It discusses the problems, such as water quality, trash and debris, mosquitoes and water level maintenance. It examines the uses of water, including its esthetic value, its recreational possibilities and its storage. There is a section as well on criteria for design, and here attention is given to such engineering aspects as catchment areas, dams, spillways and wave action. A final section is on legal and management considerations.

The authors say that the development of lakeshore property, whether there is the adaptation of an existing lake or the creation of a new one, will cause extensive ecological changes. If these changes are understood, "and if the design, construction and management of the lake and its surroundings reflect a sensitivity to the natural systems on which the lake depends, then the lake will continue to be an attractive and valuable amenity to the residents." This book will help bring about that happy situation.

Brochures from page 48

Young Architect: I know that. But if we're going to grow, we have to increase the scope of our work and look to other areas of the country. We're not getting all of the work here that we could be getting. I also keep hearing about jobs in the Midwest and South that we should try for. How do we respond to an inquiry from Cleveland or Atlanta or Houston? We have nothing that tells about the firm.

DP: What kind of inquiry?

YA: Any kind. Someone looking for an architect to do an office building.

BP: We haven't done an office building. We can tell them that in a letter.

YA: Wouldn't you like to do one? If we had a brochure showing our work and they liked it . . . .

BP: We haven't had five inquiries like that in the last five years. Let's see, 500 brochures at one a year. . . .

YA: Look, we wouldn't wait for people to ask for brochures. We'd use them to generate inquiries. Skidmore has a separate brochure for each of its offices. . . .

BP: An office brochure isn't going to put us in that league—even if we wanted it.

DP: I'd certainly like to do a highrise (wistful pause). . . . What client asked the other day if we had a brochure he could show someone?

BP: I don't remember. Why?

DP: Well, just a thought. Our business comes from our clients and friends. They're our best salesmen. If a brochure will help them, and if young Locksley here will use it, too. . . .

They have now come to a reason for a brochure—marginal but valid. A good brochure in a happy client's hands can be an effective sales tool. By itself, this is probably not sufficient reason to go to the expense of producing a brochure, but it becomes a more compelling one when combined with the young architect's eagerness to try a more direct marketing approach. Much depends on how energetically and intelligently he pursues new business.

The discussion raises some interesting points. First, a general office brochure is of little use to a firm which relies solely and successfully on repeat and referral business and intends to continue to do so. Second, the young architect is wrong when he suggests that a brochure will help the office get projects of a kind it has never done before. A brochure which honestly portrays a firm's experience and proven capabilities will not help it get work in a field where it had neither. A general office brochure should provide an honest introduction to what the firm is, what it is doing and what it has done. It should show the firm at its best, but make no exaggerated claims or false or discordant notes. □

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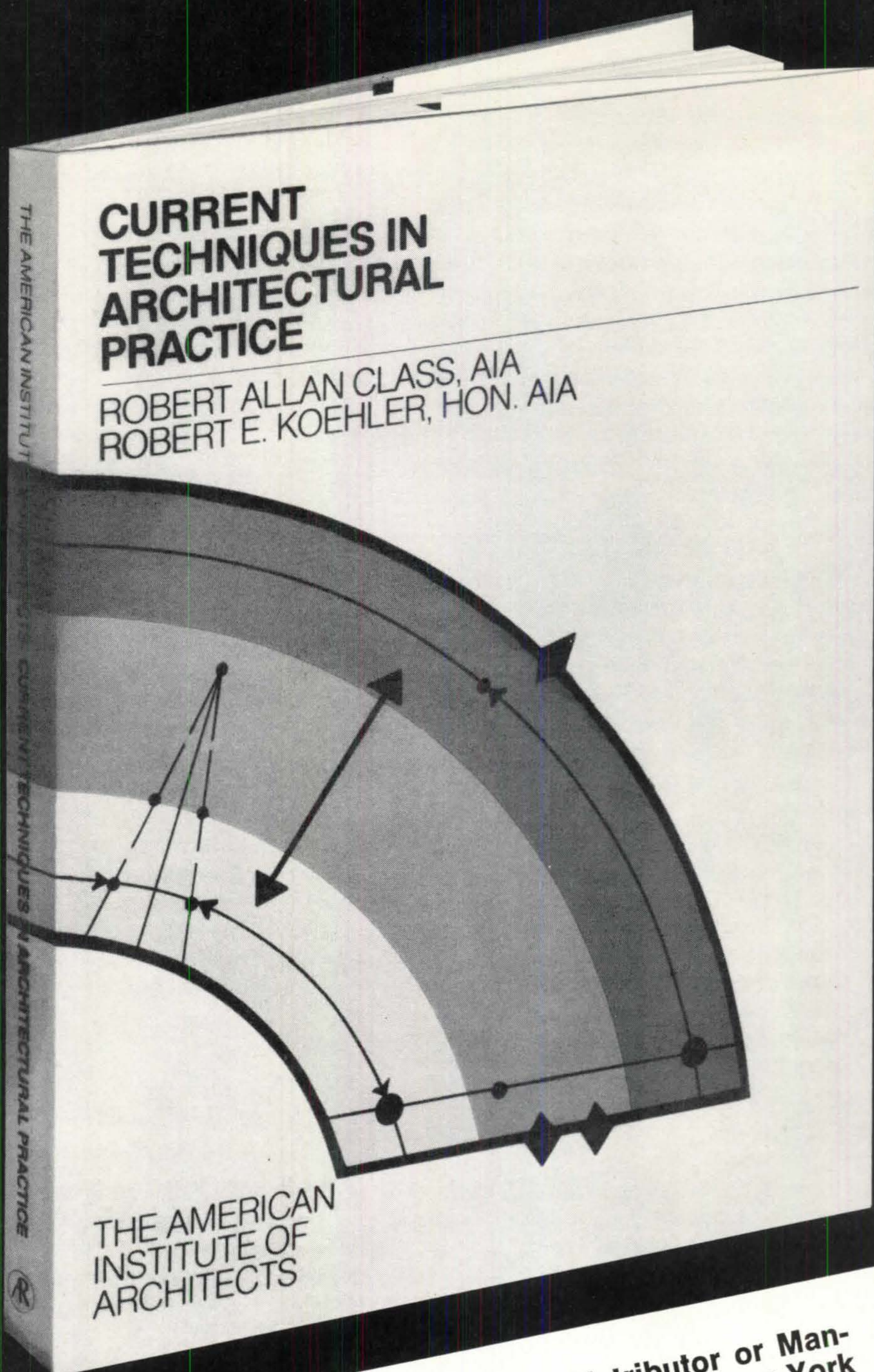

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Newslines from page 60
in the school of architecture. Send résumé and three letters of recommendation to: H. K. White, Chairman, Search Committee, School of Architecture, University of Virginia, Charlottesville, Va. 22903. The **University of Louisville** has a position vacancy for the assistant director of planning and design to plan and manage the design of the university's capital construction projects. Send résumé with salary requirements to: University of Louisville Personnel Services, 105 W. Brandeis, Louisville, Ky. 40208. The school of architecture and environmental design at **Kent State University** invites applications and nominations for the position of director of the school; the salary will be commensurate with qualifications and experience. Application deadline is Nov. 15. Write: Chairman, Search Committee-Architecture, Office of the Dean, College of Fine and Professional Arts, Kent State University, Kent, Ohio 44242.

The Royal Institute of British Architects will present its gold medal on Oct. 19 to Sir John Summerson, curator of the Sir John Soane's Museum in London. The citation describes him as "one of the most brilliant architectural historians of his time." Among his many published books are *Georgian London, Heavenly Mansions* and *The Classical Language of Architecture.*

Louis de Moll, FAIA, president of the Institute, and **R. Buckminster Fuller, FAIA,** 1970 AIA gold medalist, have been made honorary fellows of the Royal Architectural Institute of Canada.

Architectural License Seminars, an organization which provides study aids to candidates for architectural license examinations, has prepared a program for the Dec. 1976 professional examination. It includes four home study courses, each covering one part of the exam, and intensive one-day seminars. Seminars will be held in November in Los Angeles, Chicago, Atlanta and New York City. For further information, write: ALS, P.O. Box 64188, Los Angeles, Calif. 90064 or telephone (213) 477-0112.

Cesar Pelli, AIA, of Los Angeles has been appointed dean of the school of architecture at Yale University, to assume his post on Jan. 1, 1977. Since 1968, Pelli has been associated with the office of Daniel, Mann, Johnson & Mendenhall. Also he is currently teaching at the University of California at Los Angeles in the school of architecture and urban planning.

A building products and construction equipment exhibition will be held under the sponsorship of the U.S. Department of Commerce in Tokyo in the spring of 1977. The undertaking, based upon a market study prepared by Mitsubishi-Chase Manhattan Co. of Tokyo, will be held at the Trade Center. The market study is available upon request to Robert Levine, U.S. Department of Commerce, Room 6324, Washington, D.C. 20238.

Sol King, FAIA, the only architect ever elected president of the Engineering Society of Detroit, is the recipient of the society's distinguished member award in recognition of his role in professional, educational and public affairs.

"Federal Assistance for Programs Serving the Handicapped" is the title of a recent Department of Health, Education and Welfare publication. It describes federal programs and activities which provide benefits to the handicapped and those working on their behalf. Single copies may be obtained upon request from the Clearinghouse on the Handicapped, Office of Handicapped Individuals, HEW, Switzer Building, Room 3529, Washington, D.C. 20201. To expedite shipment, enclose a mailing label with the order.

Vincent G. Kling, FAIA, of Philadelphia was recently presented an award by the Artists Guild of Delaware Valley, headquartered in Philadelphia, for "his many contributions to the visual arts." □

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ADVERTISERS

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the price received.

There is probably no such thing as a typical deal. Still, the outline of a representative agreement might be as follows:

(1) A projected total price equal to six times projected earnings plus an additional payment for 90 percent of the firm's book value.

(2) Forty percent of the total price paid immediately and the remainder paid at the end of each of the next three to five years, if and only if the firm achieves certain agreed-upon targets such as higher earnings.

(3) Most of the purchase price is structured as a nontaxable transaction.

(4) Employment contracts for the senior management of the acquired firm.

Make it work: There are, however, potential problems which are unique to the period immediately following a merger:

(1) A person may be used to working alone and suddenly find himself reporting to a superior. The problem should be anticipated and solved before the deal is consummated. There is no single answer, but resolution usually starts with a frank and thorough discussion of the future working relationship between the two management groups.

(2) A communication problem may develop in which the acquired firm and its employees do not understand the merger and its objectives. Hough quotes another writer who calls the poor communication common to many past merger periods the 'mushroom treatment': "Right after the acquisition, we were kept in the dark. Then they covered us with manure. Then they cultivated us. After that they let us stew awhile. And finally, they canned us."

(3) The "we versus them" problem is also common. Both firms must try to establish a positive relationship with each other. This is often achieved by mixing staffs on projects and by top management actively discouraging "we versus them" frictions.

(4) The "consolidation" issue can be even more serious, for it may mean laying off redundant staff or causing changes in established procedures. Both must be talked out prior to the merger and acted upon quickly after it.

Quick and sensitive management response is, in fact, the single best way to deal with any human problem. None of them should be permitted to fester. In this sense, as in so many other aspects, the successful marriage of firms can be compared to the marriage between a man and a woman. A merger or acquisition should not be entered into lightly. No matter how well you think you know your new partner, there will be surprises, and these surprises can almost always be overcome by a sensitive and open working relationship. □


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