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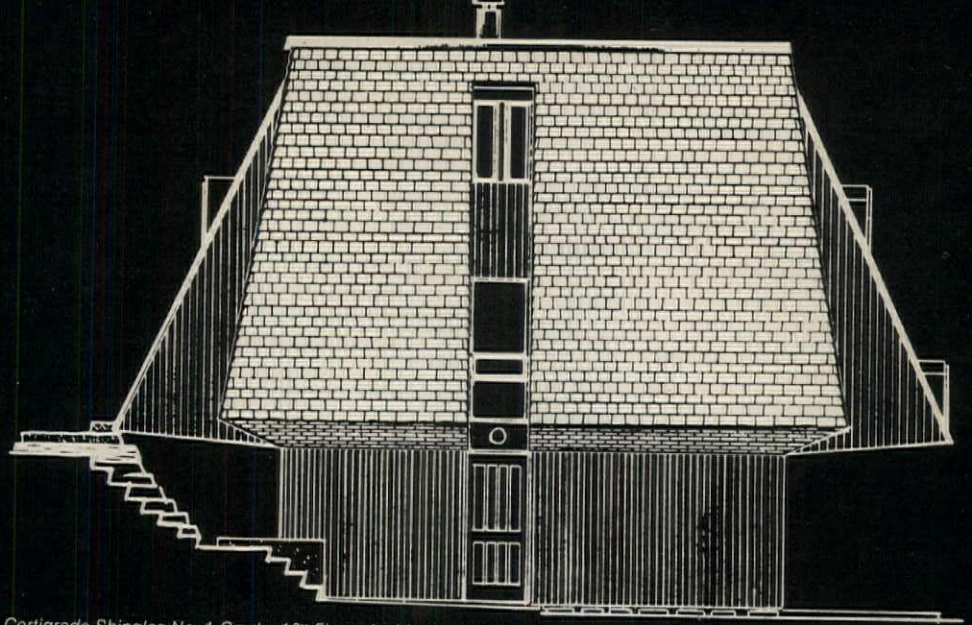


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AIA JOURNAL

SEPTEMBER 1971

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COVER: Nonsecure spine in an urban correctional center (see p. 19). Gruzen & Partners.

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VOL. 56, NO. 3

Vari-Tran[®] coated insulating glass provides twin benefits for Twin Towers: lower construction costs, lower operating costs.



Twin Towers office building, Dallas, Texas. Owner: Sanders Campbell Development Company. Architect: Neuhaus & Taylor, Houston, Texas. Mechanical Designer: Chenault & Brady, Houston, Texas. Glazing Contractor: Nichols Engineering, Dallas, Texas.

How Vari-Tran reduced air conditioning equipment.

Chenault & Brady of Houston, who did the mechanical design for Twin Towers, studied glass cost analyses made for similar buildings with this result. Said Charles Chenault, "We had enough faith in the efficiency of Vari-Tran 108 Thermopane to design the building's mechanical system from the beginning based on that glass."

Chenault & Brady specified Thermopane® insulating glass having an outboard light with Vari-Tran 108 silvery coating on its airspace surface. Using L-O-F's heat gain calculator, this glass reduced the computed cooling load by 349 tons compared with Parallel-O-Grey®. At Mr. Chenault's figure of \$600/ton, this is a saving of \$209,400. Subtracting \$150,000, the approximate additional cost of Thermopane made with Vari-Tran, an initial saving of \$59,400 was achieved.

Vari-Tran justified on construction cost savings alone.

As you can see, Thermopane with Vari-Tran saved on initial air conditioning costs—more than enough to justify its additional cost. But there's more. Vari-Tran's superior heat-reflecting qualities made it economically feasible to design an all-electric building. This, Mr. Chenault estimates, will provide the owners with an additional annual saving of \$15,000 in operating costs.



How Vari-Tran increased rentable area.

The "U" value of this hi-performance glass actually increased the amount of rentable square feet by decreasing space devoted to such things as fan-coil machinery, ductwork, etc. And, of course, with an all-electric building, no boilers. Specific figures are not available yet on Twin Towers, but a similar building enjoyed a 3% increase of rentable space.

The glass that cuts building costs makes a very beautiful building.

Notice how the silvery Vari-Tran units combine with spandrels of Vari-Tran coated Tuf-flex® tempered glass to form continuous strips of

reflective glass from ground level to rooftop. In Twin Towers, they contrast with extruded cement-asbestos panels and are designed with a bay window effect to give each office a "balcony" view.

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Hi-Performance Glass

The glass that cuts building costs

comment and opinion

LET'S GET BACK TO ARCHITECTURE: A brochure came across my desk just the other day from the International Society for General Semantics which reprints "How to Attend a Conference," a speech that was much publicized when presented by S. I. Hayakawa about 10 years ago. The cover shows an assemblage led by a drummer, while the others hobble along on crutches or canes, and carries this caption: "Words—returning from a conference." The little sketch really has a double meaning, for one could easily substitute the word "listeners," and this would be especially applicable to those who have attended conventions of The American Institute of Architects in recent years.

A gathering of professionals, I suppose, reflects the state of that profession as it exists in a particular moment of history; and if that is the case, we have a lot to worry about when it comes to the practice of architecture. We have reason to worry, for one thing, because we simply don't talk about architecture anymore, and it appears that the term "design" has almost become a dirty word. Assume that a person off the street—he could be an architect for that matter—happened to walk in on a professional session of the AIA within the last three or four years without knowing what convention was taking place. He might very well have a difficult time discerning who the participants were: sociologists, perhaps; political scientists, maybe. The same could be said for a substantial portion of the business sessions, as is indicated by the report on resolutions in this issue.

Now, before someone jumps down my throat or smashes my typewriter keys, let me say that I am aware that the majority of convention themes have held some significance for architects. But haven't we gone overboard in our orientation, veering from the real problems of practice today? No. 1, of course, is how to stay in business. All the talk about social responsibility and the rest will be a fruitless exercise if we don't have a profession left to design the man-made environment. While architects make out as though they were social scientists, behaviorists and the like, everyone else is moving in on the scene.

This is not to negate the architect's role as a citizen by any means. Certainly he should speak out on all issues; he should run for public office if he so chooses. The fact remains that there are scores of avenues open to reach these objectives. You name me a cause and I'll find an organization that exists to support it. But should all these matters become major concerns at Institute conventions? There is a substantial number of members who think not, again as evidenced by the discussion in the business sessions.

Convention speakers and/or topics ought to be more closely geared to the realities and practicalities of professional life. From what I have heard, a good many architects who attended the Building Team Conference and the theme sessions found the former to be much more informative and generally worthwhile. The problem here was that the building conference ran concurrently during the first two days of the business sessions which, because of the multitude of issues introduced and the lengthy debate on several, had to carry over until Thursday afternoon.

It is heartening to learn that the 1972 convention planners are going to give more attention to practice-oriented programs and that there will be no conflict in the scheduling with other events. To me, designing a building that is both functional and esthetically pleasing to the user, within the budget established by the client, is in itself a form of social responsibility. I fully believe in the interdisciplinary approach, but can an architect be a social scientist or an economist or a psychologist and still be a good practitioner too?

ROBERT E. KOEHLER

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16 and 26 — Ken Sturgeon. Originally published in *Causes, Preventive Measures, and Methods of Controlling Riots and Disturbances in Correctional Institutions*, American Correctional Association
25 — George Cserna
27 — Rick Dinoian
28 — Nebraska Chapter AIA

30, 32, 39, 40, 42 — Press Picture Service
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34 — right, E. James Gambaro, FAIA
44 — Newman-Schmidt Studio's Inc.
46 — above, Hedrick-Blessing
46 — below, Press Picture Service
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48 — right, Illini Studio
56 — George M. Cushing

NEXT MONTH

Fifty years ago come October, when the AIA JOURNAL published Benton MacKaye's article on "An Appalachian Trail: A Project in Regional Planning," there were few people who knew what "regional planning" might connote. Only four years before, the first professional society of city planners had been organized. But MacKaye, in advocating a trail through Appalachia from Georgia to Maine, opened the way to a vastly larger concept of planning for urban/rural/wilderness relationships and for larger areas or regions.

To commemorate the occasion, next month's issue will be devoted to regional planning, with, appropriately enough, a look back and a look ahead at the Appalachian Trail by a Washington, D.C., architect who has some ideas of his own about its future and that of similar areas. Other authors will discuss various facets of regional planning—all geared to the architect's ever-increasing role, including the Grand Coulee Dam Environmental Plan.

The Architectural Education section will include a description of the new examination being prepared by the National Council of Architectural Registration Boards.

ASIDES

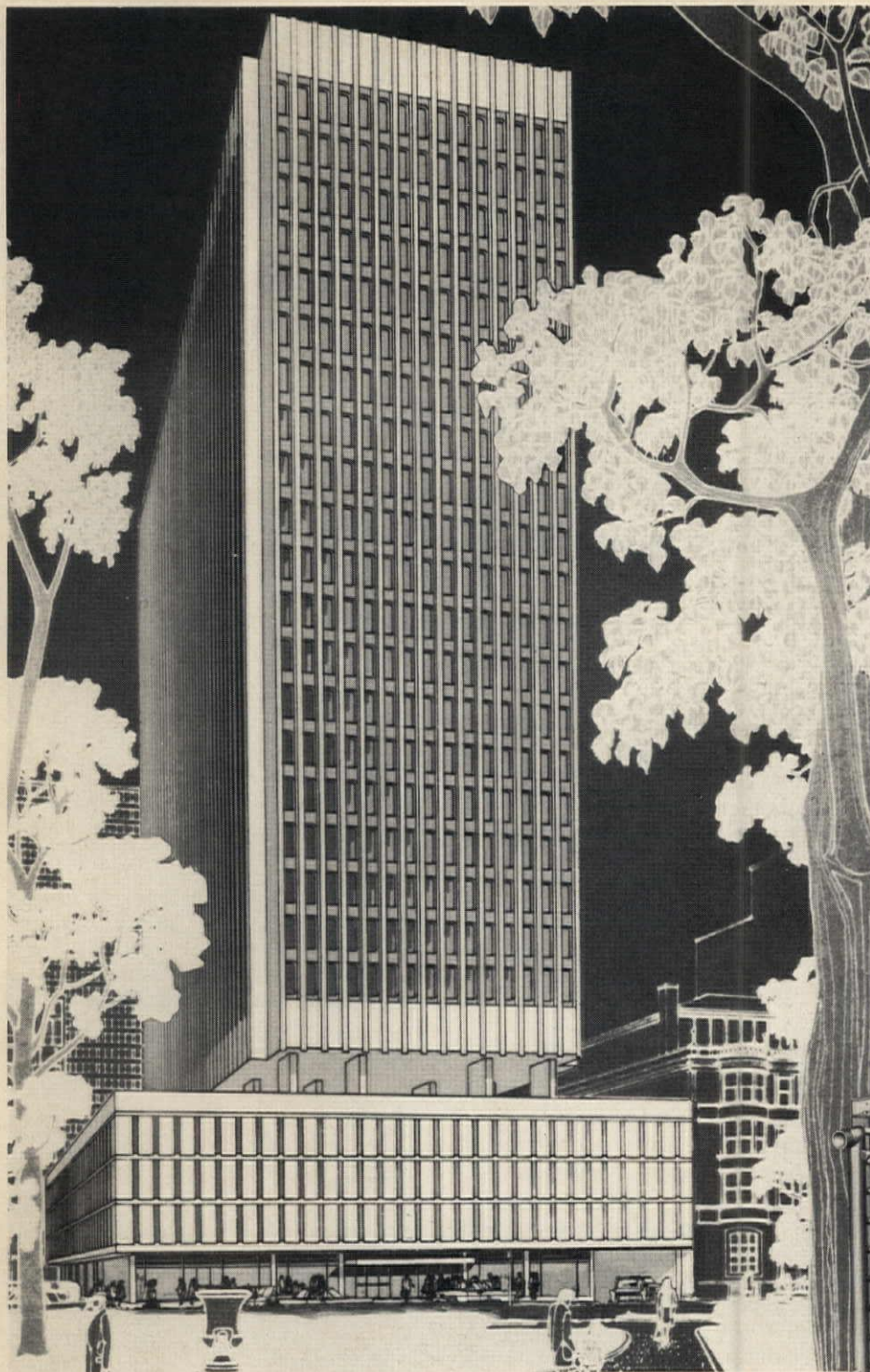
The view of prisons, naturally, depends on what side of the fence you're on. But even for one on the outside, the subject as such is easily depressing. Not so for the JOURNAL when it prepared this month's leadoff story.

First of all, we didn't dwell on the horrors behind the walls—like our slums and the bad parts of our environment, they are well enough publicized and we all know that "something needs to be done about it."

But here the similarity ends for, as our story points out, the federal government is the leader in massive efforts to right the wrong within our entire penal system. Not that *all* has been hopeless: There are a few cases where state or county and architect have come up with programs and design solutions which complement the government's new approach, and we show examples.

However, what made the JOURNAL's job particularly undepressing, besides these facts, was to find an inspiring enthusiasm behind the efforts, both from government and private quarters. It wasn't a "new broom" type eagerness, for some of the people involved have been in the game for more than three decades and some have served as wardens for several years. It was a profound dedication to what is a social obligation too long overlooked or shoved under the rug, a dedication which gives good hope that motifs like the one on page 16 will become a thing of the past—even though it won a first-place award as Southern Photographer of the Year for Ken Sturgeon. Sturgeon, by the way, who is chief photographer of VIS-TV in Columbia, South Carolina, took the picture as a public service.

The JOURNAL is grateful to all who contributed to the article with their time and advice; special thanks go to Gary Mote, AIA, chief, Office of Facilities Development Division, US Bureau of Prisons. □

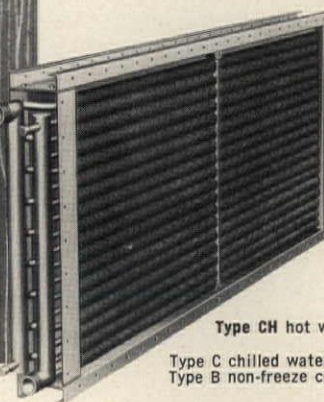


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NCARB Moves Closer to New Exam as Outgoing President Takes Engineers to Task

The National Council of Architectural Registration Boards has taken another giant step toward the implementation of a new single comprehensive examination replacing the existing one which has been uniform across the nation for the past several years.

Meeting in San Francisco in July, away from the site of the AIA convention for the first time in its history, NCARB voted to phase out the present four-day, seven-part examination with what will probably be a two-day, four-part test of multiple choice nature. A complete examination process will be presented at the 1972 convention in Seattle.

The new examination procedure calls for two types: the professional exam for degree holders from schools recognized by the National Architectural Accrediting Board and the equivalency exam for candidates without accredited degrees and/or with combinations of education and experience in accordance with NCARB requirements.

Prerequisites for the new professional exam will include an accredited degree beginning in June 1973 or a passing grade in the equivalency exam which is expected to be first offered in December 1972. Holders of a bachelor's degree will be required to have two years' acceptable experience in the field, while those with a master's will need

only one. (The Architectural Education section in the October AIA JOURNAL will carry an in-depth review of the new exam.)

In his keynote address, William J. Geddis, FAIA, said that starting in September the examination committee is prepared to review the entire process with the profession, the schools and the students. It will be presented to the AIA Board of Directors this month.

Later in his talk, the Brookline, Mass., architect referred to "the movement by certain engineering societies to attempt to undermine the role of the architect as the lead professional in the design of structures for human habitation and use. I believe that the claim of the architect as prime professional is fundamental to his role in environmental design. However, the militant posturing by certain legal counsel representing the engineering profession in the media is unnecessary and not in the best interests of the design professionals.

"Discussion and reason should prevail," Geddis continued, "and we invite all design professionals to consider it extremely important to halt the fragmentation of licensing for planners, landscape architects and engineers. . . . Should not common licensing and even national licensing be explored?"

Geddis left the representatives of 49 boards out of a total 55 (made up of all the states,

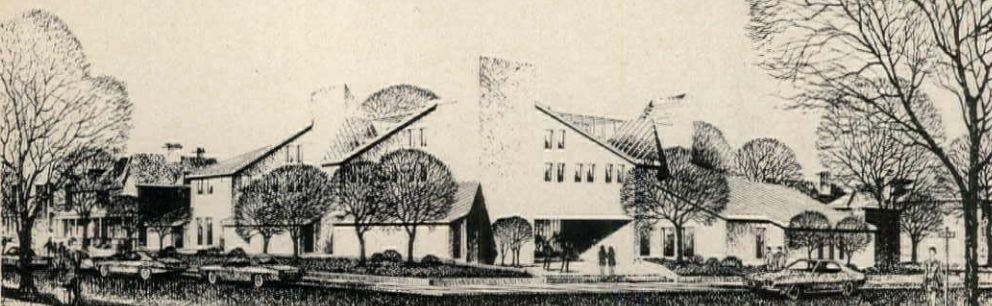
about 20,000 square feet. One will include space for research and administrative activities and meeting rooms and public areas for conferences; the other will provide living accommodations for visitors. The area between will be landscaped as a common interior court.

The jury consisted of Peter Blake of *Architectural Forum*; Charles Csur, professor of art, Ohio State University; Bruce Graham, AIA, Chicago; Ted Granzow, AIA, Columbus; and Roger L. Merrill of Battelle's Columbus Laboratories.

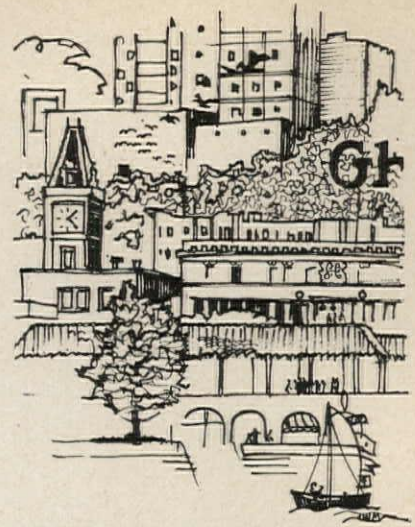
Jurors Praise Scale and Proportions Of Architectural Competition Winner

The Seattle-based firm of Naramore, Bain, Brady & Johanson has been named winner of an invitational architectural competition for the design of buildings to house the Academy of Contemporary Problems in Columbus, Ohio. Battelle Memorial Institute will construct the new institution's home at a cost of about \$2 million. The academy will be jointly supported by Battelle and Ohio State University for a minimum of 10 years at an estimated annual level of \$1 million.

The winning design features two three-story buildings, each with a series of gables. The two structures will provide a total of



Jurors report that structures "fit into the residential scale in terms of building form."



Sketch by John W. McHugh, AIA, co-author with Worley K. Wong, FAIA, of "Instant San Francisco," prepared for NCARB convention.

the District of Columbia, Puerto Rico, the Canal Zone, Guam and the Virgin Islands) with some parting recommendations. Among them he asked that the delegates:

- Initiate changes in certain state statutes 1) to facilitate corporate practice and 2) to allow for the new examinations.
 - Remove residency requirements as a prerequisite to licensing in their jurisdictions.
 - Allow appointment of educators to the board of licensing as members in those states where professional schools exist.
 - Allow younger practitioners to become members of boards of licensing by lowering the experience requirement, which now in many cases is 10 years.
 - Accept NCARB's Blue Book transmittals for reciprocity candidates on face value and not impose additional arbitrary requirements.
 - Grant experience for an architectural license candidate at any time, not exclusively after graduation.
 - Eliminate the "assumed names" clause restrictions from certain statutes which limit group practice.
 - Accept and use the standard forms and procedures developed by NCARB.
 - Engage in discussion in their regions with the schools, the students and other design professions."
- NCARB's newly elected president, Daniel Boone Boone, FAIA, of Abilene, wears two hats, for he is also director of the Texas Region of the AIA. Completing the slate are Thomas J. Sedgewick, Flint, Mich., first vice president and president-elect; Ronald Allwork, FAIA, New York City, second vice president; Carl F. Groos Jr., Denver, secretary; and E. G. Hamilton, FAIA, Dallas, treasurer.

Scheeler Named Slayton's Deputy

James A. Scheeler, AIA, has been appointed deputy executive vice president of the Institute. Formerly vice president and treasurer of Richardson, Severns, Scheeler & Associates, an architectural firm located in Champaign, Illinois, Scheeler has long been active in AIA affairs. In 1960, he was president of the Central Illinois Chapter AIA and was secretary of the Illinois Council AIA prior to assuming his duties at headquarters.

continued on page 56

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Toward a National Policy

by ARCHIBALD C. ROGERS, FAIA
Chairman, National Policy Task Force

On behalf of the National Policy Task Force, I report that this "force" may be small but it is well armed for its mission. Its five members* possess a broad range of experience in private development and public administration, academic research, the practice of architecture and social and physical planning. The variety is unified and focused by our concern for the quality of the built environment.

Our "task" is great: to recommend a national policy, or strategy, for guiding our settlement patterns during the next 20 years. The goal is to create a humane environment. We aspire to an architecture in equilibrium with nature; an architecture that enlarges its indwelling community and expands society's creative opportunities; an architecture that is malleable rather than rigidly constraining; an architecture that expands the options of the consuming public in the form of a full spectrum of differing arenas for the pursuit of our happiness, as bizarre as that pursuit may seem; an architecture of variety knit together by the great public armature of our circulation system at every scale of settlement.

The fundamental objective of the task force, in short, is to create through this architecture a living art work for our true client, the using community, in partnership with the public and private patrons who hold the power to translate this art into the architecture of our built environment.

By any standard, our environment today is inhumane and chaotic. It is grossly inefficient in both economic and functional terms despite the efficiency and occasional beauty of some of its parts. The final result is an amorphous and unplanned urban proliferation that seems largely out of control. Therefore, the need for strategy is great.

We attack the physical chaos of our problems with too little, too late. We respond in the form of tactical, one-shot programs unredeemed by any coordinating strategy. As a nation, we instinctively resist the discipline of strategy.

The timing of the task force is good. There is a new theme in our national political dialogue. Its shorthand ("the quality of life," "the reordering of priorities") signifies that this theme may dominate the next national Presidential election. Therefore, 1972 is the

"window" which we must seek to hit. We must complete our recommendations for action by the AIA Board of Directors and for final review and reshaping by the Houston convention.

Can we meet this "window?" I believe that we can. The task force was late in starting, but our ideas are beginning to gel. Although not yet ready for your action, some tentative conclusions can be aired.

First, as to the raw material which is the essential dynamic that will produce the next phase of our built environment, it appears that our population growth may be far lower than even the most recent forecasts indicate.

As to the possible strategies for achieving the best alternative, the most probable future seems to be the continued growth of our metropolitan areas. The objective, therefore, should be to direct this growth so that we "fill in" rather than further extend these areas geographically. The best device for infilling may be the new communities or "modules" small enough to fit the existing interstices but large enough to permit full economic integration and to afford essential community facilities.

As to the means of implementation of our strategy, the strongest tool may well be the circulation skeleton. Effective use requires that its public investment precede private investment in the surrounding architecture and that the public skeleton be designed and built as a condition precedent to the design and construction of its dependent modular flesh.

After our next convention, we must mobilize on the broadest front as a credible lobby in support of the recommendations by all levels of government and private institutions.

We must be credible and well attended if we see ourselves for what we really are: generalists and synthesizers in the complex and overspecialized society that is our heritage; as imaginers and interpreters of alternative futures with honorable scars earned in the real world of problem solving; as artists working within the raw material of political design and therefore accustomed to the compromises essential to the translation of our art into the built environment and to the trade-offs appropriate to our democratic society.

If we succeed, our profession may discover a new mission and in the process may help our troubled nation to find its new mission also. And if our nation succeeds in this, it may also discover its first golden age. □

*Besides Chairman Rogers, they are William L. Slayton, executive vice president of the AIA; I. M. Pei, FAIA; Jacquelin Robertson, director of Midtown Planning and Development, Office of the Mayor, New York City; Paul N. Ylvisaker, professor of public affairs and urban planning, Princeton University.

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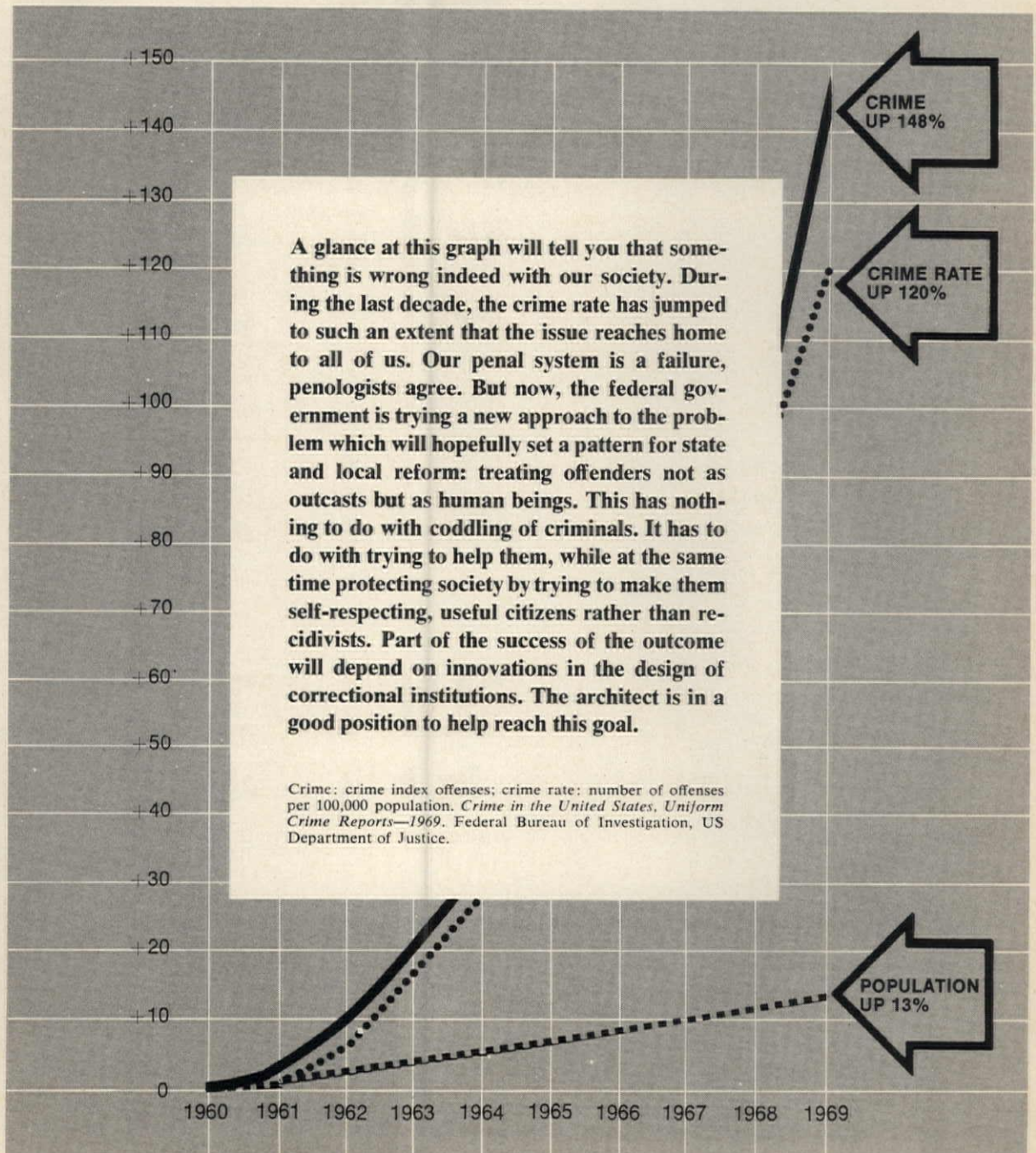
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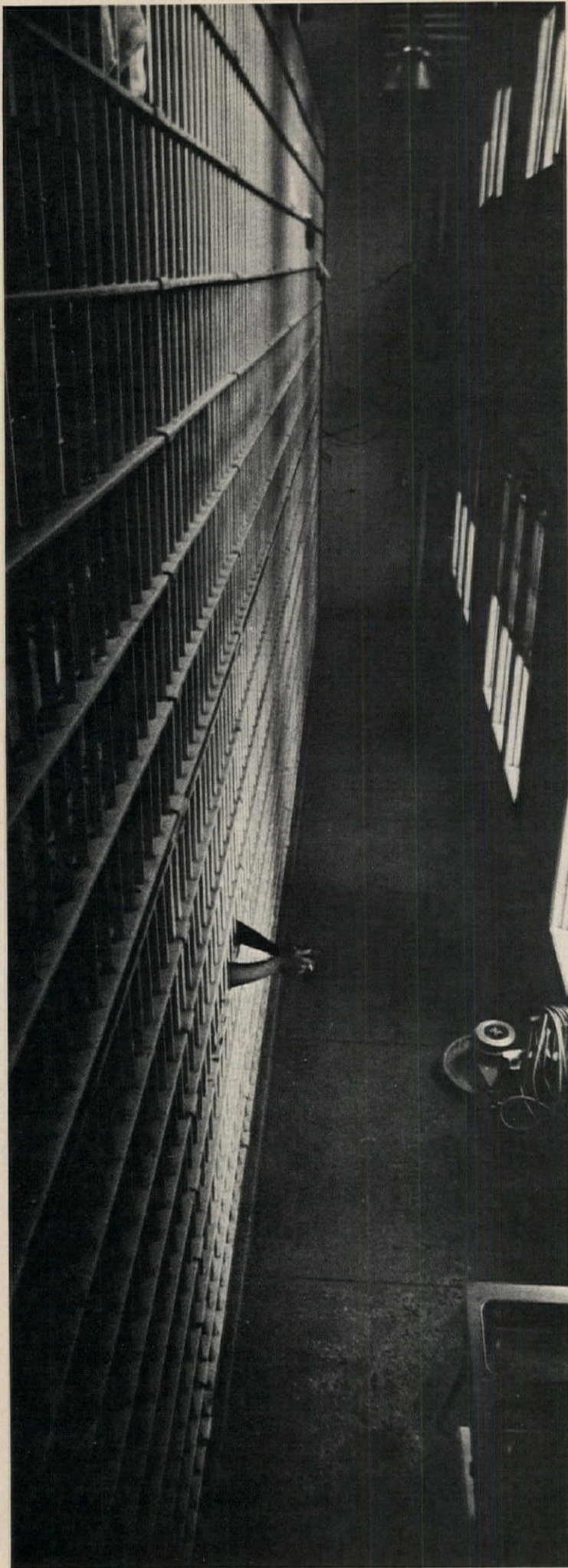
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PRISONS:

THE CHANGING OUTSIDE VIEW OF THE INSIDE





Watch for these changes, among many others, in the planning and design of federal correctional institutions:

- More of them will be community based.
- They will be smaller.
- Their plans will be more open.
- The use of traditional prison hardware will be minimized.
- Interiors will be as normal as possible.
- Exteriors will blend more with the character of the community.

"The architectural solution can be a key element in correcting the ills of our present penal system," says Norman A. Carlson, director of the Federal Bureau of Prisons. "For far too long, prison architecture has consisted primarily of revising old designs to reduce escape risks. What has really happened, and what correctional administrators and architects are beginning to recognize, is that disguising security with cosmetic techniques has done little to reduce the chances that an inmate will commit a new crime upon release.

"We now have a new approach and realize that the design of such an institution must follow the modern correctional philosophy: that with proper treatment, an individual who has violated the law can be corrected and become a law-abiding, contributing member of society."

Recently, Chief Justice Warren E. Burger referred to contemporary prisons as "noncorrectional correctional institutions." Concerned penologists go even further and call them schools of crime. It is no secret that most of the 430,000 or so persons now behind bars in these United States live under inhuman, destructive conditions, that our prisons and jails are old, run-down and overcrowded and that, as Carlson and others in the field agree, their architectural forms are based on antiquated penological concepts.

Congress has reflected a similar concern about the need for improving our correctional program. This has led to the enactment of Part E of the Omnibus Crime Control Act of 1970, designed to provide states with added resources to improve outmoded prisons and jails, and to establish programs for rehabilitation. In fact, Congress decreed that priority be given to the development of community-based programs, including probation and parole. Also, emphasis will be on the development of regional correctional facilities to replace the nation's crumbling and inhuman county jail system. In fiscal year 1971, a total of \$47.5 million was available for Part E's implementation and, says Richard W. Velde, Associate Administrator, Law Enforcement Assistance Administration, Department of Justice, "if the present trend continues, \$250 million could be available for fiscal year '72."

LEAA was established in 1968 through the Omnibus Crime Control and Safe Streets Act to "encourage research and development to improve and strengthen law enforcement." First on the list of its priorities is research in the field of crime prevention and deterrence. Almost along with it come offender rehabilitation and corrections, which could reduce recidivism. (Of all persons released in 1963, 65 percent were rearrested within six years.) It is in this area, specifically, that architects can assist correctional managers by designing better treatment environments.

The new philosophy and the new penal programs which derive from it must dictate the architectural solution, Carlson points out, and "it must be adaptable enough to accommodate programs, even new uses, that may be valid 10, 20 or 30 years hence, and flexible enough to accommodate changes that may be called for from week to week." Something might be learned from the mental health field in this connection, he suggests.

"The archaic design of even new prisons and jails proves that architects have been too docile and wardens too strict," states

John P. Conrad, chief of Crime Prevention and Rehabilitation, National Institute of Law Enforcement and Criminal Justice, the research arm of LEAA. An architect, Conrad feels, can only be true to his profession when he asks questions such as "What's the purpose of the building?" "How can it best serve its users?"

There is no lack of examples to prove his point. One prison completed recently is no more than a people warehouse, providing its inmates no room for exercise, no space for recreation, no room for a man to work away frustrations, anger or energy. It is a typical example of a "correctional" institution which serves the completely opposite purpose.

Part of the trouble, Conrad thinks, is that the architect doesn't come back to check how his building functions. Tongue in cheek, he suggests a short stay (one architectural firm used this approach last year when designing a jail; *see p. 24*). More seriously, Conrad thinks brief visits would easily reveal that the undignified conditions existing in most prisons throughout the land hardly encourage offenders to mend their ways nor to gain some measure of mental strength and self-respect. Rather, they make them accustomed to live, even after release, under degrading conditions with all the ills that follow. This of course is by no means attributable to design alone. However, there are ways the architect can improve upon the monkey cages or the dormitories crowded like sardine cans with no place for body or soul to be alone—a most basic human need.

In its efforts to improve our entire penal system the federal government, which houses only about 5 percent of the nation's suspected and actual lawbreakers (52 percent of the overall total have not been convicted) recently funded, through LEAA, three different studies on how to improve correctional programming and the design of related facilities. A fourth study, although undertaken independently, was encouraged by the government. The reports of the four study teams will, unlike so many others that are filed away and forgotten, serve as resources for the planning of new facilities and improvement of old ones as well. They will not, says Velde, by any means mark an end to the government's research efforts but rather the beginning.

The four teams are: the Management and Behavioral Science Center, University of Pennsylvania (to develop guidelines for adaptive planning and design for juvenile programs and facilities, with particular emphasis on the detention situation); the Department of Architecture, University of Illinois, Urbana (to develop a comprehensive instrument for the planning of and design for adult programs and facilities); the Psychology Department, University of California at Davis (to study how architecture, sound, light, etc., affect the inmate and to suggest research priorities); and the independent American Foundation (to inspect recently built correctional institutions and to make a state-of-the-art report on their positive and negative aspects, a report which will include a comprehensive list of literature on correctional architecture).

When it comes to monetary assistance from the government for actual construction or renovation of existing correctional institutions, such will be provided only to communities which can prove that they need it. The credo is, says Conrad, "Don't build if you don't have to."

Furthermore, no money will be going toward the construction of the big warehouse-type prison. Encouraged instead is the use of halfway houses, probation and other supervisory release programs and community-oriented programs with supervision of parolees. When a community has identified its needs and has established how many offenders can be diverted from the regular prison, then, and only then, will the federal government make a decision regarding funds.

That is not all. In a just published addition to LEAA's "Guide for Comprehensive Law Enforcement Planning and Action Grants," it is stated that "state plans for the use of Part E funds may not, *without prior LEAA approval*, contain projects for a) construction of an adult facility having an operating capacity in the aggregate of more than 400 persons or a total site preparation, construction and outfitting cost of more than \$8 million; or b) construction of a juvenile facility having an operating capacity in the aggregate of more than 150 persons or a total site preparation, construction and outfitting cost of more than \$4 million." In other words, the huge camps of 2,000 and more should become a thing of the past in the foreseeable future.

"The tendency has been," says Conrad, "to build institutions that are too large, with a capacity, say, from 1,200 to 1,800 persons. Some are even larger, and most have more inmates than they were designed for; in fact, some are vastly overcrowded. Smaller facilities are easier on the guards, who may become nervous and uneasy under difficult circumstances and take it out on the prisoners. Even more important, they are easier on the prison population itself because of the closer contact with the personnel. In no way, though, will the smaller facility automatically eliminate every problem; just to mention one example, the very serious problem of protecting the prisoners from one another. The memory haunts me of a small-size boys' institution I visited in Norway—no more than 50 inmates—where one of the boys had just murdered two others in a most brutal way. Here, the size of the place played no part; yet, we don't need to add to our problems by having outsize facilities."

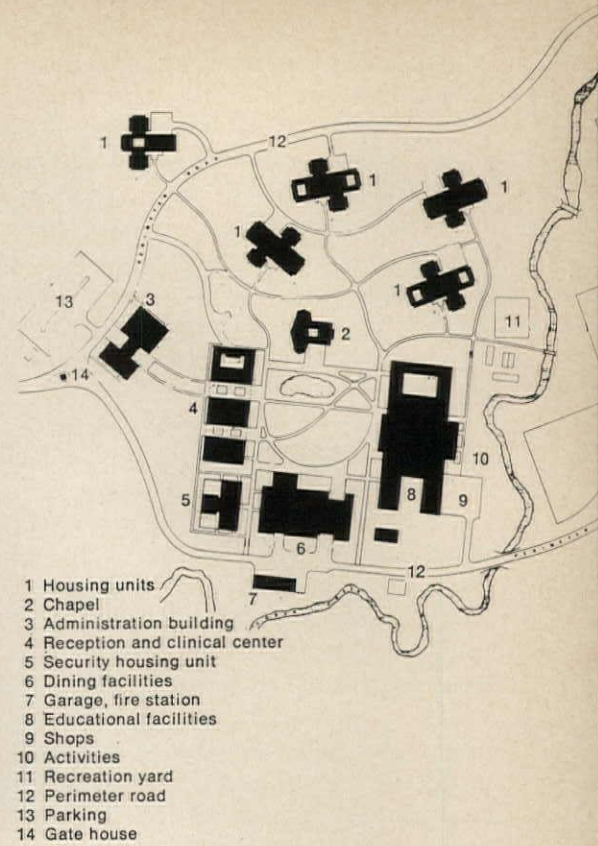
More regionalized, smaller institutions are definitely the direction, agrees Gary Mote, AIA, chief, Office of Facilities Development Division, Federal Bureau of Prisons. A sign of the changing attitudes toward prisons (or correctional institutions, which is now the preferred word) is Mote's own department. Though he has worked for the Bureau of Prisons for 10 years, his division was established only last year after Carlson became director. It has already a staff of 10 including, besides Mote, an administrative staff, three more architects, an engineer and correctional program specialists. Additional architects are being recruited. Also, for each project a team is assembled to fully define the purpose and goals. This team includes psychiatrists, architects, sociologists, psychologists and correctional program managers.

A six-member advisory panel was recently appointed by Carlson to assist the Bureau of Prisons in the overall construction program. In addition, the panel reviews the design of each new project. The result is a comprehensive interdisciplinary development and review of the program.

The advisory panel is composed of Dr. W. Walter Menninger, the Menninger Foundation, Topeka, Kansas; Dr. Herbert C. Quay, chairman of the Department of Psychology, Temple University, Philadelphia; Robert J. Kutak, member of the law firm of Kutak, Rock & Campbell, Omaha; Rowland Kirks, director of the Administrative Office of the US Courts, Washington, D.C.; William Dunn, executive director of the Association of General Contractors of America, Washington, D.C.; and George E. Dolan of Dolan & Dustin, Inc., Consulting Engineers, Milwaukee. The various professions represented again speak of a multipronged effort on the part of the federal government.

Challenging the Architect

"Where correctional facilities are concerned the economic aspects, even more than in most other areas, is always a major concern," says Mote. "There are many places in the country where institutions have been built to provide maximum security



A model institution now in operation. The campuslike Robert F. Kennedy Youth Center in Morgantown, West Virginia, a minimum custody facility, is the federal government's first especially designed to facilitate treatment of a youthful population. Its program puts the accent on the individual; the 300 16- to 20-year old "students" may start at their own levels of learning and go as far as they wish. Only one of the four housing units—or cottages—has built-in security features. In such an open institution, escapes are expected; however, each is studied in order to find the underlying causes and to develop methods by which to reduce them. The center serves, as will other federal institutions now being planned, as a research and learning laboratory and as a model for other correctional systems. Architects: C. E. Silling & Associates; associate architects: Schmidt, Garden & Erickson.

supervision with the least possible manpower. This is especially true for jails. The result is too much idleness, too little recreation or work, few learning opportunities and a destructive rather than constructive period of confinement. Since this type of design results in manpower savings, far too many are willing to accept it as the best in correctional architecture. But," he adds, "have we sufficiently considered that the costs to society, both tangible and intangible, may be greater in the long run? Most of us will react according to the way we are treated. Inhuman conditions can only breed discontent and further alienation from society's norm. Tomorrow's correctional facilities must reflect an enlightened approach to the problem and assist the program managers in their efforts to do a better job."

There was little concern about such matters until recent years, when the increase in crime and the consequent involvement of more families made the public aware of the demeaning treatment and degrading quarters of offenders, no matter what the offense.

"In the mid-'60s," Mote continues, "we realized that a master plan was needed for the federal prison system. We established teams consisting of architects and correctional specialists who represented a broad cross section of program areas. These teams made a comprehensive analysis of each federal institution, developing an umbrella concept plan to guide the more detailed planning for specific projects. These plans have been the backbone of our construction program to modernize existing facilities."

In 1969 a memorandum from the President to the Attorney General noting the failure of the American criminal justice system to correct criminal behavior listed 13 action points for improvement in federal, state and local correctional programs. Point 1 recommended the preparation of a 10-year plan to improve the federal prison system and make it a model for the nation, with particular emphasis on the development of model demonstration facilities. Mote chaired the task force of the Bureau of Prisons during this work, which is now the basis for long-term program improvements, the planning of new facilities and the renovation of existing ones.

The first thing on his agenda after establishing his new office

—beside getting the purely administrative mechanics straightened out—was to coordinate an interdisciplinary team to study specific programs.

“In prior years,” says Mote, “the architect we engaged for a project was treated too much as a technician or draftsman. He was given an outline of space requirements and diagrammatics. There were few interviews with staff representing various program areas, and little wrestling with alternative approaches to program requirements.”

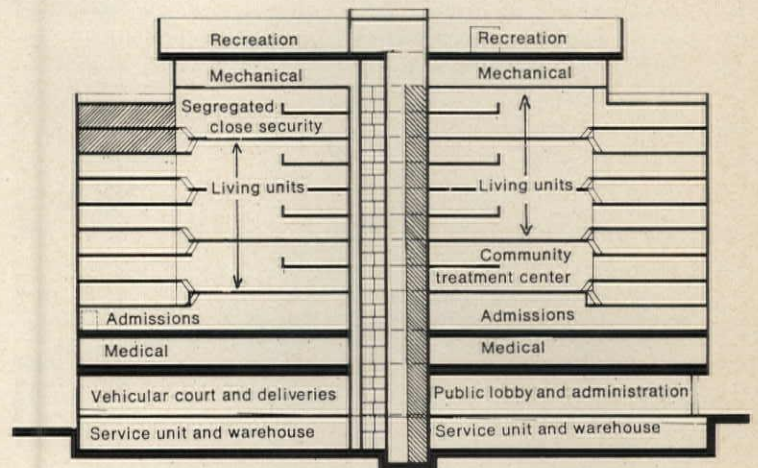
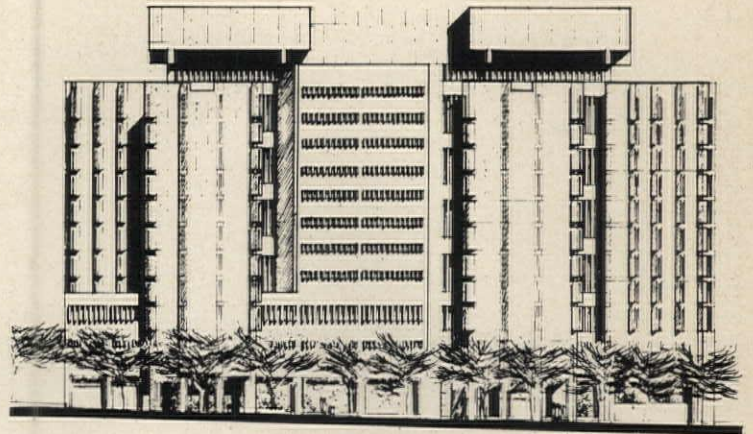
Today’s architect, the Pennsylvania team holds, should question the very need for a building to begin with. He should challenge the program’s constraints, such as security, indestructibility, location, etc., to insure that we don’t repeat past mistakes.

The Pennsylvania team, which includes the architectural firm of Wallace, McHarg, Roberts & Todd and is under the direction of Dr. Russell Ackoff and David A. Wallace, AIA, has taken a methodological and planning orientation in the belief that the architect cannot solve the real problems until a more rational planning process is established. The team is now working on the architectural portion of the study.

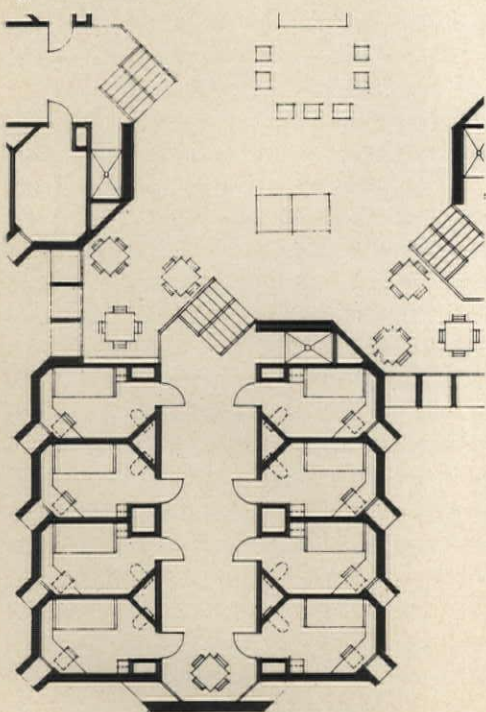
Mote’s team develops what he refers to as prearchitectural programs, making ready for the architect the functional program requirements in some detail, establishing the missions and goals of specific projects. But there’s no laundry list of architectural requirements made ready and handed the architect. Rather, he becomes a participant in developing the architectural program by being involved in the interchange of ideas regarding program rationale and alternative methods. This technique offers the architect an opportunity to exercise his creative ability and contribute to more innovative correctional facility plans.

There will be no prototype prison developed. Mote, for one, firmly believes that each community should plan and design according to its own needs and that a facility should be made to blend with the neighborhood rather than standing out. But certainly, the information gained from any experimental facility will be widely used. The Robert F. Kennedy Youth Center in Morgantown, West Virginia, is one such. Mote, who was in charge of its planning and construction, and Conrad agree that this facility is

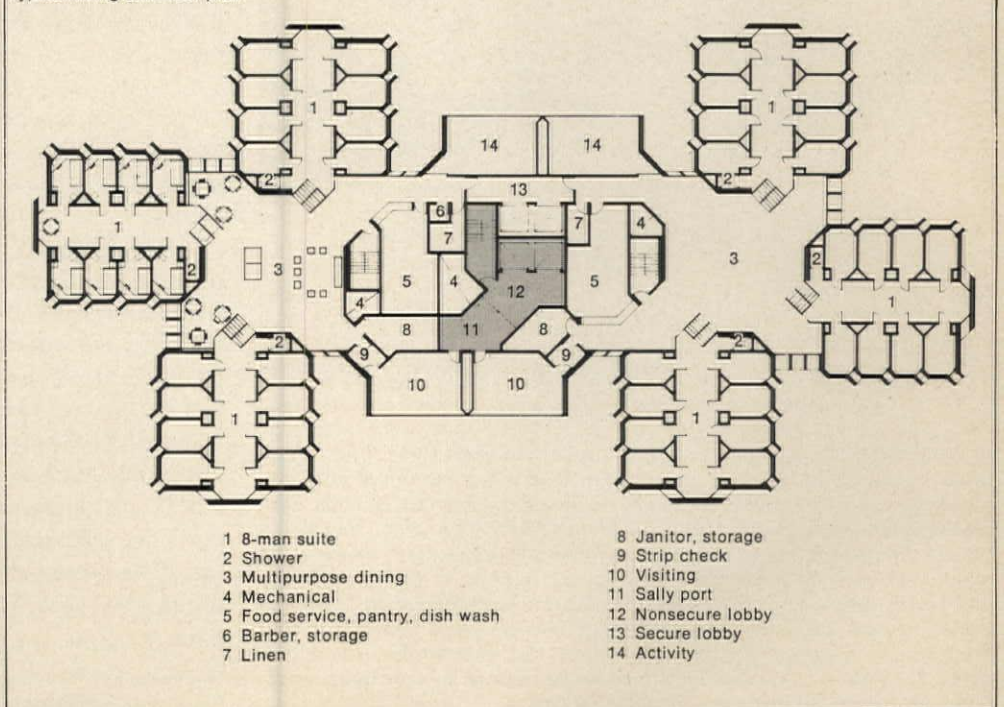
A proposed design for a metropolitan correctional center. The 11-story federal facility provides diagnostic and full correctional services. Its community treatment center assists offenders from other institutions in finding work and in re-establishing community ties prior to release. It also develops, where feasible, alternatives to pretrial detention and to commitment for certain offenders. Housing is for presentenced and short-term sentenced offenders. Youth is separately housed from adults in both male and female sections. The facility’s location within a city makes it easier for the clients to maintain family and community ties, facilitates hiring and keeping of staff, and makes it possible to use community services. Architects: Gruzen & Partners.

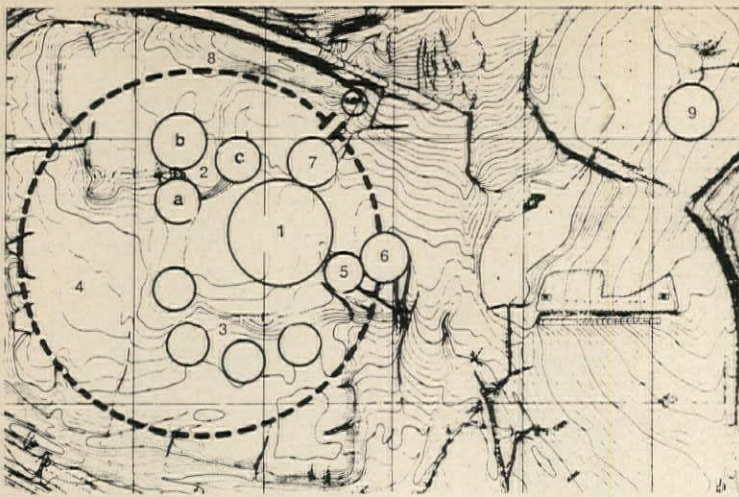


Typical 8-man suite



Typical living unit floor plan





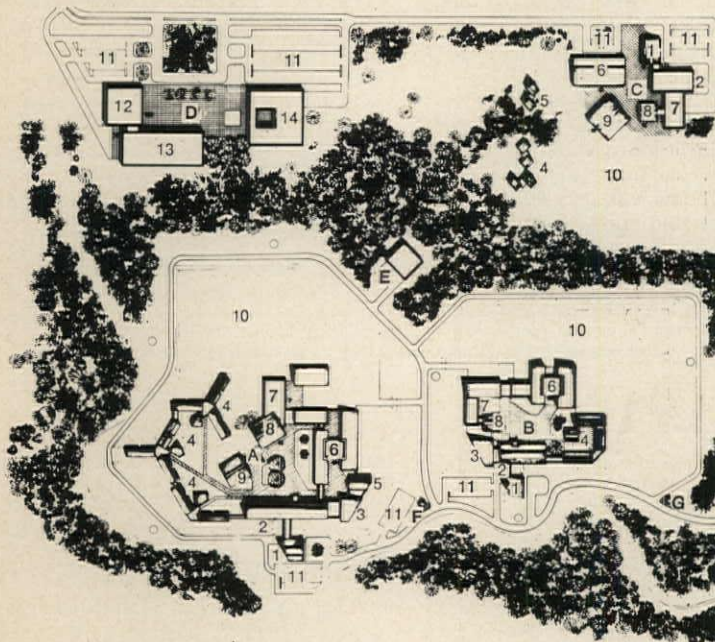
- | | |
|---|----------------------|
| 1 Community green | 5 Infirmary |
| 2 Mental health (a — youth; b — male; c — female) | 6 Administration |
| 3 Behavioral modification (in 4 stages) | 7 Maintenance |
| 4 Recreation | 8 Perimeter security |
| | 9 Training center |

A research facility in the planning stages. The Behavioral Research Center at Butner, North Carolina, to be built for the US Bureau of Prisons, will develop new treatment techniques for criminals. To house selected groups of offenders, it will provide 1) intensive psychiatric care for women, youth and adult males; 2) a setting in which different types of offenders can be studied and treated so that effective correctional programs can be devised and disseminated to correctional administrators; and 3) a training and conference center for middle management and executives. Architects: Middleton, Wilkerson, McMillan.

one of a kind since it would be too expensive for most local governments. However, it serves as a model for other correctional systems and as a learning laboratory for visitors. If it can be demonstrated that those released from the center have lower recidivism rates and lead more productive lives in society than those released from traditional correctional programs, then the expense and effort will be well worthwhile.

A minimum custody facility, the center resembles a modern campus in a rural setting. It has no bars, no fences. The students, as they are called, learn to communicate openly with each other and with the staff. The relaxed atmosphere encourages easing of tensions and pressures, but the staff has fixed goals in mind for each of the 300 16- to 20-year-old offenders and keeps them fully occupied. As Roy Gerard, director of the center, puts it, the aim is "to 'graduate' law-abiding young citizens instead of potential recidivists." A preliminary report prepared by Dr. Robert Vinter of the University of Michigan School of Social Work reveals that 81 percent of the students regard the center as "a place that helps men (youth) in trouble."

And the Behavioral Research Center now being designed for Butner, North Carolina, is planned to serve as a development center for new treatment techniques to modify criminal behavior among selected groups of offenders. Its location, in the Golden Research Triangle, was decided upon because of the nearness to Duke University at Durham; the University of North Carolina at Raleigh; and the University of North Carolina at Chapel Hill—all with strong programs in research—and for potentially close collaboration with North Carolina's Department of Corrections. For other facilities, closer ties with a community are sought although, as Mote points out, a correctional facility is no more—probably less—popular as a neighbor than for example an airport or a freeway.



- | | |
|-------------------------------|---|
| A Adult correctional facility | 5 Female residential |
| B Youth correctional facility | 6 Educational and vocational training |
| C Juvenile facility | 7 Support facilities |
| D Civic center | 8 Dining |
| E Utilities building | 9 Activity center |
| F Armory | 10 Athletic field |
| G Checkpoint | 11 Parking |
| 1 Administration | 12 Conference center |
| 2 Receiving | 13 Courts |
| 3 Visiting | 14 Department of corrections; police headquarters; training academy |
| 4 Male residential | |

A criminal justice system master plan under implementation. The facility in St. Croix, the Virgin Islands, planned in close coordination with the federal government, will bring together judges, police, correctional people, lawyers, prosecutors and probation officers. The Civic Center will have a library and conference and learning facilities which will serve as a common ground for research, while other elements of the complex will be the laboratories. The correctional sectors are divided in "houses" which consist of 12 individual rooms, a day room and training facilities. Each house is part of a larger pod, which can be integrated or segregated by means of see-through doors, providing an informal atmosphere. Architects: Ferendino/Grafton/Pancoast.

Drawing from Community Resources

"Presently all too many of our prisons, old and new alike, are isolated as if there were no world outside," says William Nagel, director of American Foundation and head of its correctional facilities evaluation team. This team consists of the architectural firm of Mitchell/Giurgola Associates (represented by Romaldo Giurgola, AIA, and Alfred Gilbert); Harry J. Woehr Associates, consulting psychologists; writer/sociologist Norman B. Johnston (see AIA JOURNAL, July '61); a researcher and a secretary. The team will visit about 100 institutions representing the whole spectrum of correctional purposes and geographical areas.

Nagel firmly believes that "corrections tomorrow will not be based upon brick and mortar and cold steel but on interaction between skillful people available in the city or town and the offender."

New facilities then, should be drawn into populated areas where professional staff, services, educational institutions and the warmth of human contact can improve the social functioning of impaired persons. This has been the case with facilities for the poor, the dependent, the retarded, the epileptic, the mentally ill and the aged during the last 25 years or so, Nagel notes, but when it comes to prisons not even a trend to this effect was apparent in the various states visited by the team so far.

They found facilities, new and old, ranging from adult maximum security prisons to children's institutions and diagnostic centers in secluded corners of their states. Their remote locations, Nagel believes, suggest that many considerations take precedence over program goals, such as for instance political pressures or economic concerns. But, he points out, the disadvantages of such hard-to-reach sites are innumerable. Among them:

- Contacts with friends and relatives become more difficult (some institutions consider this an advantage).
- Professional staff is hard to find and to keep.
- Involvement of community resources such as academic, research, social service, medical and citizen volunteers is impaired.
- Work release programs are practically impossible.

The Bureau of Prisons is planning new metropolitan correctional centers in several locations. The first is to be built next year in New York City and will provide improved and expanded services to the federal courts. Better classification and diagnostics procedures will become available to assist in more effective case management. The program provides housing for people requiring pretrial or presentence confinement and for a small number of persons who will serve short-term sentences of up to 60 days.

Provisions also include facilities for a prerelease program serving offenders returning from institutions often distant from home. The short-term prerelease program reintegrates the offender into the community, increasing the probability of successful rehabilitation. There will be quarters and services for probationers and parolees who need closer supervision and direction than possible in their normal residential settings, but who do not require a traditional institution program.

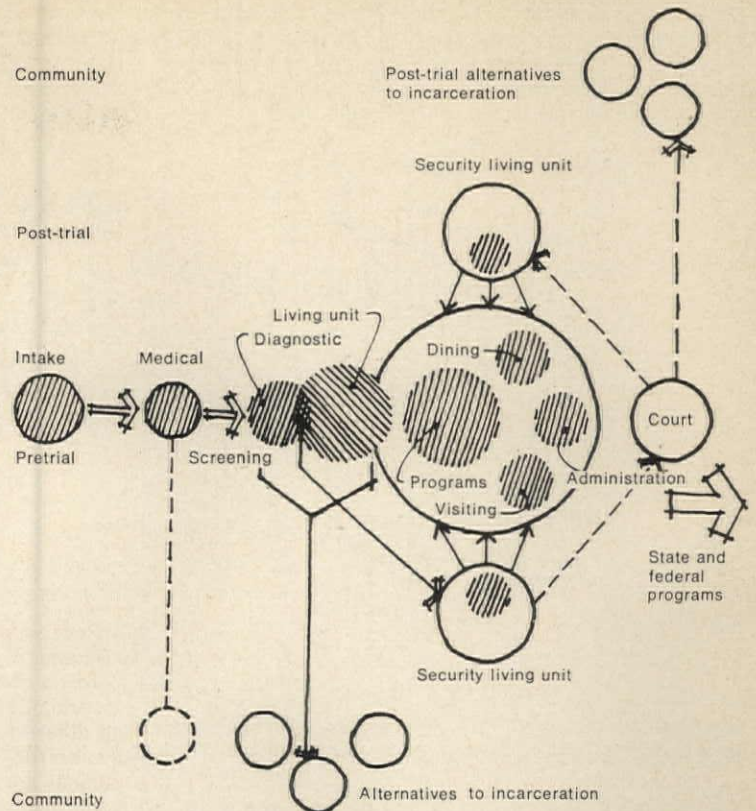
The development of similar metropolitan centers in several cities could become demonstration models for the improvement of correctional programs at the community level: a recognized necessity if we are to increase the effectiveness of the criminal justice system.

While metropolitan centers have important advantages, balanced against them, warns the report "Research Priorities in Correctional Architecture" from the Psychology Department of the University of California at Davis, are the high cost of land in the city, the difficulty of maintaining security arrangements in dense urban settings, the loss in possibilities of changing surroundings, fresh air and exercise, and the inevitable crowding that occurs in urban penal institutions. On the other hand, the report says, low security inmates might well be used to rehabilitate slum buildings, lots and school yards, and might also work with fatherless children in the street.

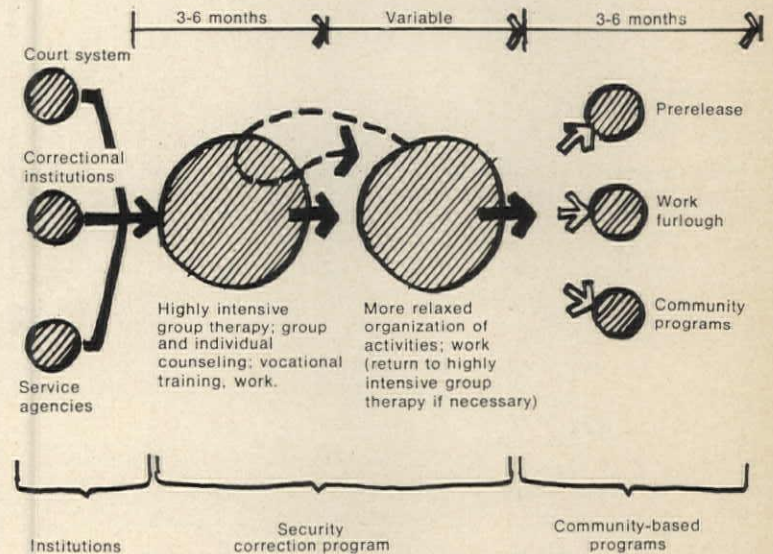
There is an urgent need for a cost/benefit analysis of rural and urban locations as well as for comparison of work release and furlough programs in these settings, notes the California team, which is headed by psychologist Robert Sommer, author of *Personal Space: The Behavioral Basis of Design* and other books. His consultants are Murray Silverstein, assistant professor, College of Architecture and Urban Design, University of Washington, Seattle; architectural student Max Jacobson and Sim van der Ryn, AIA; both of California.

However, a major recommendation from the President's Commission on Law Enforcement and Administration of Justice is that greater emphasis be placed on community-based treatment of offenders. The Department of Architecture team from the University of Illinois has responded to this recommendation, but reminds in its *Guidelines for the Planning and Design of Regional and Community Correctional Centers for Adults* that "while there are good indications that community corrections reduce crime, there is still a lack of verified data to point to measureable success of community treatment, or to the efficacy of particular treatment techniques. Nonetheless, there are sufficiently compelling reasons for turning toward increased utilization of community resources in the resocialization and rehabilitation of offenders."

Research here, as in just about every area of this field, is a basic necessity. The Illinois team has already looked into a number of these areas. Under the direction of Fred D. Moyer, AIA,

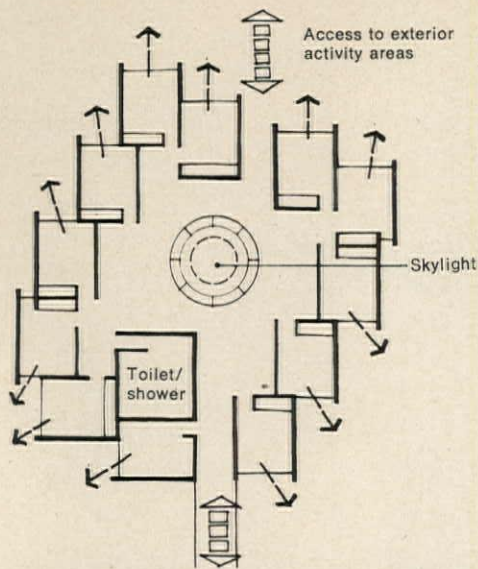


Flow within a community-based pretrial detention and post-trial correctional center within a single facility for a maximum of 300 inmates. Initial intake screening, including medical examination, diverts alleged pretrial offenders to alternative pretrial programs. Short-term residency is provided for persons requiring security type detention while awaiting trial. The post-trial program includes diagnosis and assessment in order to conduct presentence investigation and to prescribe programs to fit individual needs. Living units are phased to vary in confinement levels from single cell high-security rooms to low-security detention rooms with access to the community. Components for various activities should correspond to this phasing.

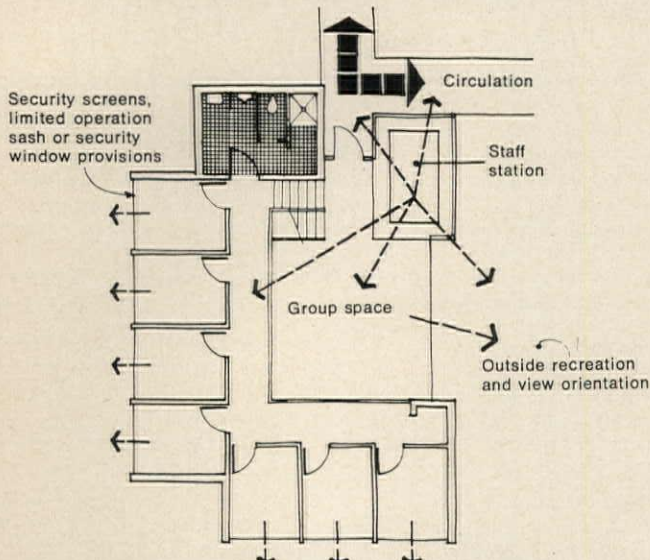


Summary of a therapeutic community or regionally based secure detention facility with a 60- to 140-inmate capacity. A period of relatively high degree of security for clients (who have already undergone an intensive screening process and medical examinations) is followed by more relaxed activities. The key feature of the program is to offer a milieu where individuals may express their inner drives and innate abilities rather than to provide traditional training and instruction. Routine medical services are available on a 24-hour basis; major surgery or special treatment is undertaken at local hospitals. (*Guidelines for the Planning and Design of Regional and Community Correctional Centers for Adults*. University of Illinois.)

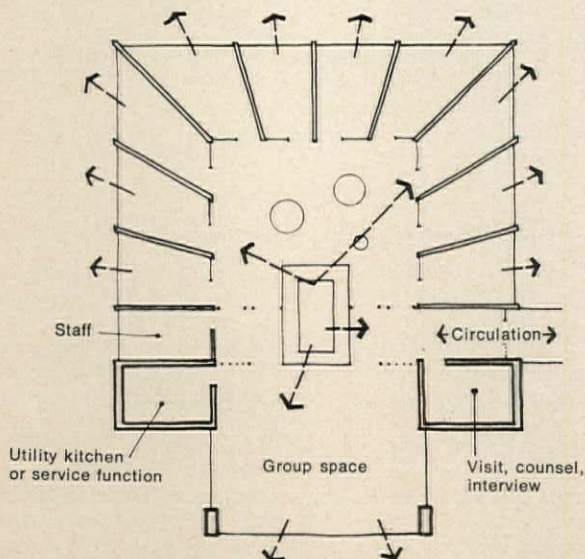
Some suggestions for facility components. These are intended to offer solutions which have correlations to correctional program requirements. They relate to new construction and to modifications or extensions of existing facilities. (*Guidelines for the Planning and Design of Regional and Community Correctional Centers for Adults*. University of Illinois.)



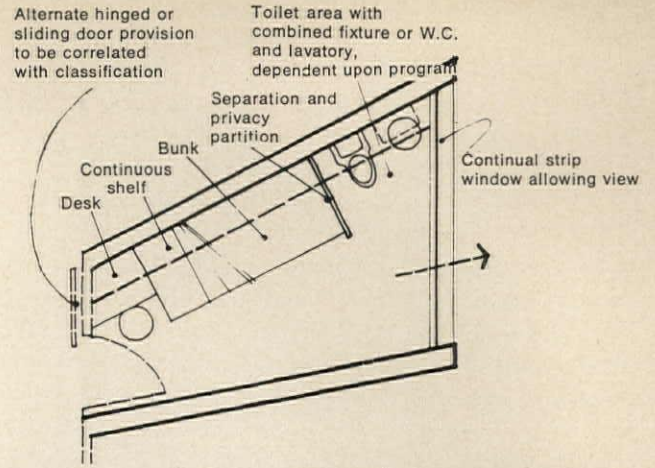
Low internal security. Personal spaces with potential for individual inside locking. Central group space for informal or structured activity.



Medium internal security. Seven rooms at upper level, seven at lower; group space and entry at middle level, providing separation of private space from group space with staff supervision of movements.



High security. Cluster component arranged for close staff surveillance of functions by direct observation.



Security orientation. Irregular spatial configuration as a departure from rigid, authoritarian geometry, providing support to similar variety and flexibility in programming.

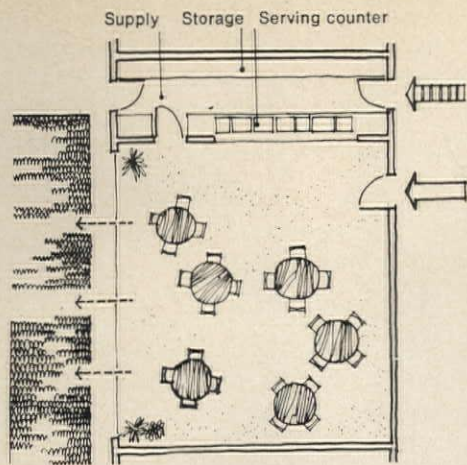
the team consists of associate project director, sociologist Edith E. Flynn; architectural researchers Fred A. Powers and Michael J. Plautz; as well as technical assistants and office staff. Project monitor for the team has been Lawrence A. Carpenter, chief of LEAA's Corrections Program Division, and is currently Kenneth Carpenter, acting chief of the division.

To assist correctional administrators and architects in identifying problems of definite target areas, the team has designed survey sheets which will "provide a comprehensive tool for the inventory of current detention practices and community resources as alternatives to detention. On this basis, current and future correctional needs can be determined. . . . Based on the recognition that only a *total systems approach* will be able to furnish the required knowledge of the overall flow of offenders through the criminal justice system, the survey questions are designed in a most comprehensive way to capture the necessary statistical information on the law enforcement, judicial and correctional systems. Only by proceeding in this thorough and inclusive manner can correctional administrators be realistically expected to make the necessary alternative dispositions which can open the way to community corrections."

The *Guidelines* then goes into classification of offenders and the various treatment programs before—halfway through the volume—it deals with the actual facility planning concepts. Thus it brings out the point that planning and design of correctional institutions must probe even deeper for the answers than simply to find solutions to the questions that most often come to mind in connection with our penitentiaries: crowding, privacy, visiting facilities and security. However, these important concerns are naturally brought up by all the teams.

Providing a Measure of Dignity

During their interviews with staff and inmates in the various facilities they visited, the Nagel team members found a wide range of attitudes toward living space and privacy. Standard space per inmate is a required minimum of 72 square feet, or 8x9 feet. Several facilities have that much space, some even more. But others have reduced the space in dual cells to the point where one occupant must get into bed to allow the other one to pass. In many instances men stay in these cells the entire day because a program, recreation and work are practically nonavailable. As a rule privacy in such cells is nonexistent, since lavatory and toilet are open to full view. Most wardens object to double cells because of the problems involving assault, homosexuality, exploitation of weaker inmates, etc.



Dining component; capacity 20 to 40, all program applications. Adjacent serving area usable in conjunction with contracted food service or central kitchen. Exterior view orientation.

Some good, market-type research on different sized cells would be a valuable addition to correctional literature, says the California team.

Dormitories, sometimes with as many as 180 men, provide no more space per person and no more privacy. An inmate described to Nagel how one "makes out" in this environment:

1. You shoot dope.
2. You find yourself a boy and make out sexually.
3. You burn yourself out reading.
4. You just sleep.

The dormitories with electro-mechanical locking devices, automatically operated doors from protected control stations, loudspeaker systems and closed circuit TV guards, where inmates hardly ever need to confront "the man," seem to be breeding grounds for various ills.

"Yet," says Moyer, "we expect people to behave normally when they are released from such abnormal settings."

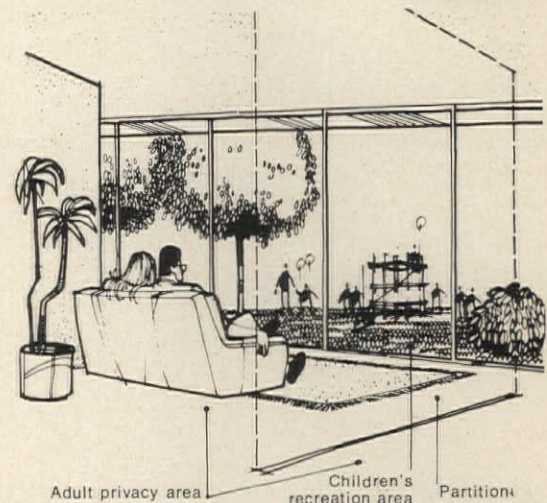
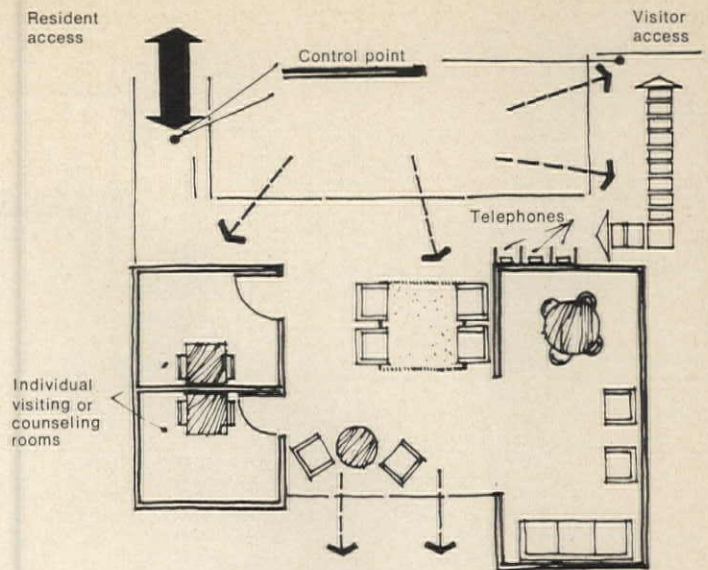
Architectural considerations have great influence on the amount of privacy that inmates will have, declares the California team, but the physical barriers that may shield inmates from staff may foster a strong inmate culture with criminal values. It specifically recommends that several social scientists who are already working in the area of privacy be approached to enlarge their studies to include correctional facilities.

The Illinois team offers a range of designs of living units for various program requirements but stresses that alternative component designs which achieve similar or improved performance characteristics in terms of the specific treatment objectives involved are options open to the architect. Significantly, the large dormitory is not considered.

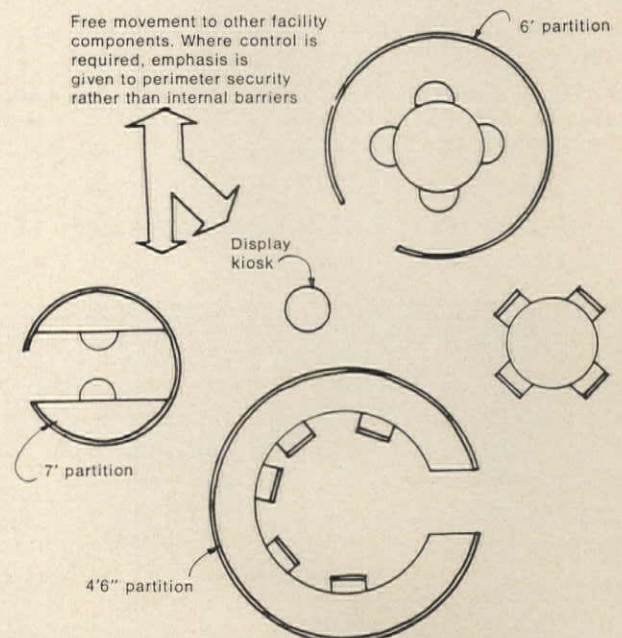
The new approach in the treatment of offenders also looks for ways to maintain family ties to the greatest possible extent. The long, often expensive trip to a remote location to have but an awkward visit with a spouse, in many instances physically separated by a screen, is a surefire way to sever the relationship between a husband and wife. It discourages visits by children, a circumstance which often makes it difficult for a wife to get away and therefore can turn the father and husband into a stranger.

The Illinois team puts emphasis on normalcy in the personal interaction setting as support for the programming objectives and suggests normative lounges or living rooms for visits, recreation areas where the whole family can get together for an informal visit and play areas for children as well.

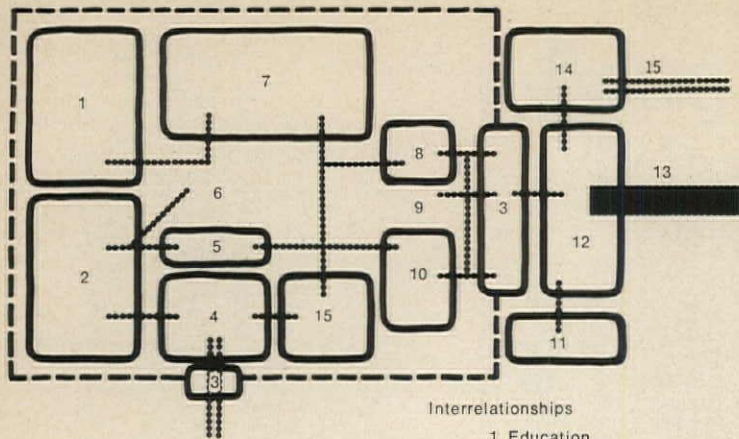
In some cases conjugal visits might be introduced, the Nagel team concludes from its inspection tours. Such visits are at present



Visiting component; separate zones for a range of visiting locations. Emphasis placed upon establishing "normative" scale and character in conversational groupings. Staff supervision directed to monitoring control points, with regard to unauthorized movements or introduction of contraband. Informal supervision of visiting.

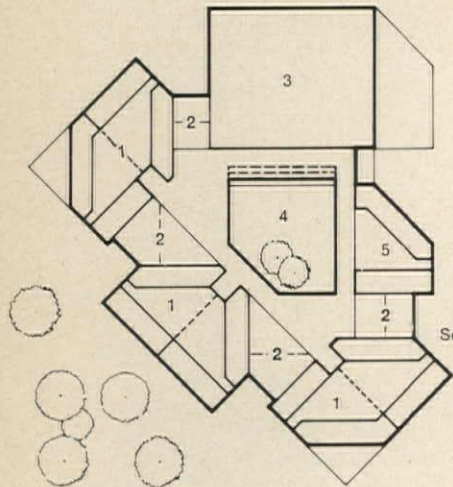


Educational component. Random arrangement of movable enclosures within large space to achieve diversity in study/learning/teaching options available to clients and staff. Flexibility for group space use with movement. Reduction in scale of large spaces and increase in range of settings available to client.



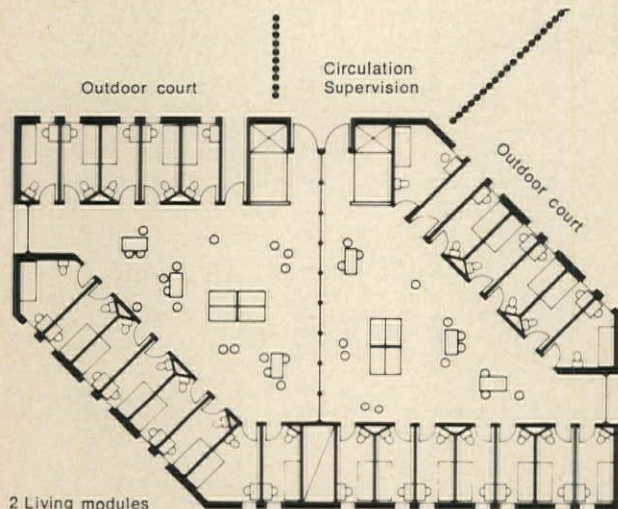
Interrelationships

- 1 Education
- 2 Services
- 3 Control
- 4 Yard
- 5 Infirmary
- 6 Common corridors
- 7 Housing
- 8 Visiting
- 9 Staff entrance
- 10 Classification and diagnosis
- 11 Administration
- 12 Lobby
- 13 Public and staff
- 14 Work release
- 15 Inmates and visitors



Second floor

- 1 Living group
- 2 Recreation court
- 3 Community resources and education
- 4 Court below
- 5 Living module



2 Living modules

allowed only in California and Mississippi. In Sweden, explains Conrad, where no marriage license is required for such visits and no questions are asked, staff and prisoners agree that this privilege and this privacy help those confined for a longer period of time. Homosexuality within Swedish prison walls is only a trifling problem, Conrad says. Such visits would, however, not present any particular problem to the architect.

Holding with Fewer Bars

The Nagel team, which visited institutions ranging from maximum to minimum security, found that 80 percent of the total number of inmates were in facilities in which security was perhaps the prime characteristic.

In new facilities, the old stone walls have been replaced by double cyclone fences topped by double aprons of barbed wire. Guards in towers survey the spaces between the fences while in the central control room, to quote Nagel, television screens and electronic devices report any breach by man, dog or chipmunk.

"As we approached most of these new white and often handsome structures," he says, "we felt that most, if not all, of their architectural beauty was distorted, if not destroyed, by the forbidding security. We experienced, too, a sense of depersonalization as we approached electrically operated sally ports and were challenged by disembodied voices asking our names and business. While less expensive, these fences are nonetheless stark and cold, even dehumanizing. A group of inmates echoed our feelings, comparing the effect to that of a concentration camp.

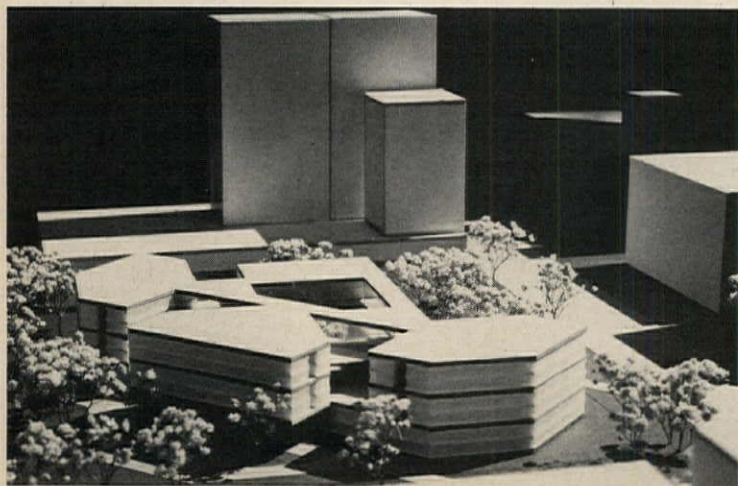
"We were awed, sometimes dismayed," says Nagel, "by the seemingly endless iron work that we found inside most of the security type institutions. In fact, we were convinced that the iron manufacturers dominated the architects and program planners."

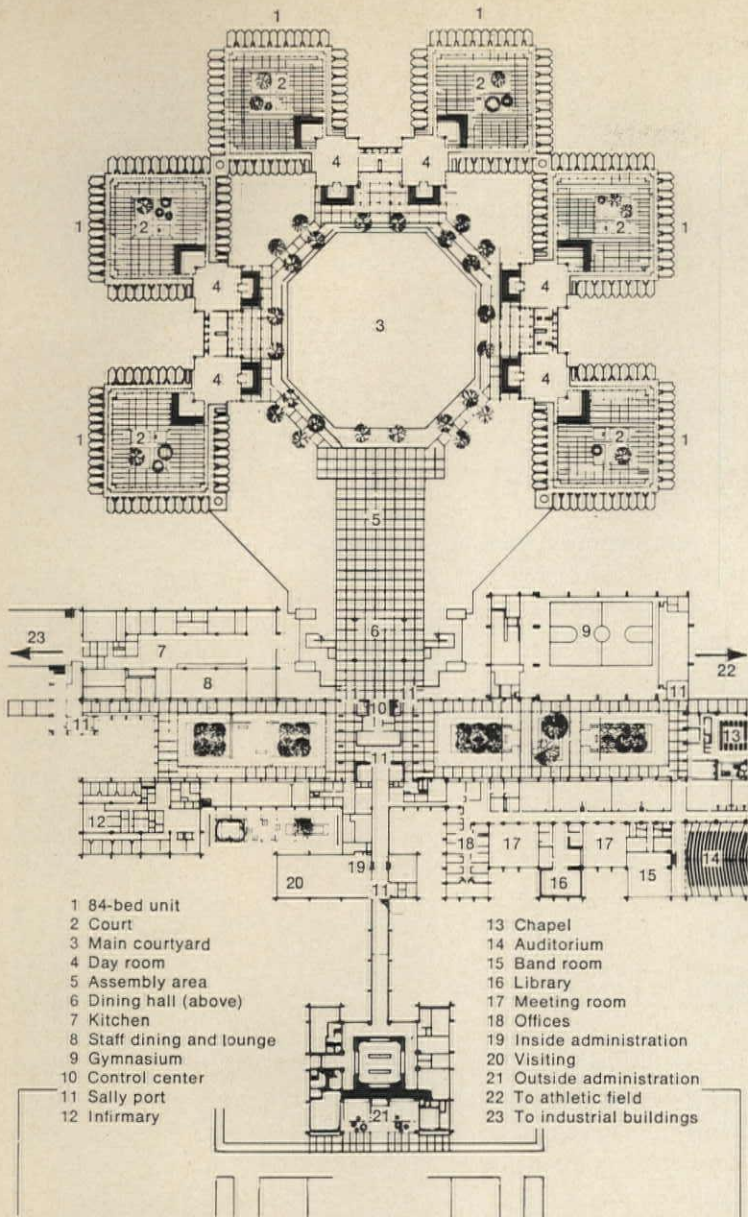
As Conrad points out, these new structures, though brighter and neater, are still dominated by the old customs and traditions. The few existing institutions without fences, grills and bars, some even without security sash or screening, are impressive for what their inspiring architecture says to offenders, Nagel thinks. These open plans, his team holds, are able to attract and keep a different type of personnel and encourage the guard to be more humane. It is in this area that the Pennsylvania team sees the architect's central task (provided, it adds, that a physical structure is desirable): to increase the holding power of facilities not by more sophisticated security devices but by increasing the level of architectural amenity and providing an environment that is worth maintaining.

What about maximum security cases? Society has now and will continue to have—until we have the answers to the extremely

A county jail in the planning stages. "The building of jails is a uniquely important architectural effort. Design programs are strongly fused in them. It is axiomatic that programs and people are more important than the buildings which house them. Yet jails are somewhat different. They structure the behavior of their occupants with extraordinary force. Jails are the ultimate buildings. They do more than suggest behaviors in people; they demand them." Kaplan & McLaughlin and Kirkham, Michael & Associates, architects (in a joint venture) of the Omaha-Council Bluffs Regional Corrections Facility.

The architects, after making studies of our penal system which included a day behind bars, have these, among other, guidelines for the design of regional correctional facilities: the organizing element of the institution should symbolize openness and freedom (no focus on the guard tower); the facility should be small in appearance, designed not to be noticed; it should provide variety without chaos to avoid the institutional look; it should have views of the outside for both guards and inmates; it should have single rooms for the best possible flexible usage and for the best self-control; the rooms should be in groupings of 12-man modules to provide enough choices of friendship and a good size for security control; all areas should be designed for easy observation.





A state prison to be completed this year. "The major goals set by the architect for the project seemed to be contradictory, if not mutually exclusive. On the one hand, an environment devoid of oppressive elements that might have a traumatic effect on the inmates was deemed necessary to the success of the rehabilitation and other therapeutic programs, while on the other hand, security standards required that the design of the physical plan be as escape-proof as possible, facilitate easy and rapid movement of large groups and provide means for efficient round-the-clock surveillance. These opposing criteria were to be reconciled only after a basic design assumption was formulated: Being confined is negative and 'punishment' enough, but the place of confinement need not be negative—in fact, the environment must be a constructive force, as well as serve as an effective instrument of organizational policy. This concept was to serve us many times as a yardstick for measuring the validity of our ideas." Jordan L. Gruzen, AIA, chief executive and director of design, Gruzen & Partners, architects of the new State Prison, Leesburg, New Jersey.

Among the architect's key design solutions: linking the housing units to each other so that they serve as a security wall encircling three sides of a 250x315-foot courtyard, thus eliminating the need for a prison wall; giving each housing unit its individual garden courtyard with free access; providing one-man cells only, each with an operable window and outside view; painting each cell and door in a distinctive color to impart individuality and to create a cheerful atmosphere; opening the dining hall with a 100x20-foot glass window without bars, allowing a view of the farmlands beyond the institution; using deep projecting cornices from the walls of the housing units and circulation walls as shelter from inclement weather and, most importantly, as escape-proof but not offensive-looking barriers, permitting all circulation out of doors and the elimination of corridors; providing an open plan of four activity zones which encourage inmates to feel each day a normal sense of changing activities, preventing them from feeling utterly cut off from outside life patterns and abandoned by society.

complex questions in this area—a group of people who are a threat to their fellow men. This group requires maximum security regulations. Therefore, in all prisons there will be a core with a certain rigidity of design for this category of offender.

The size requirements of this core will change from time to time, and the California team recommends what it refers to as flexible security, i.e., a system that will allow doors or bars to be moved or removed or added without moving the walls themselves.

The Illinois team, in line with the recommendation by the President's Commission on Law Enforcement and Administration of Justice that new community correctional institutions be characterized by small size and reduced architectural emphasis on security, suggests that not more than 25 to 30 percent of a new facility be devoted to maximum security detention. This is based on the assumption that special problem cases should and will continue to be dealt with in a different type institution.

Says the *Guidelines*: "In view of the fact that sufficient facilities meeting these requirements exist, correctional planning should include the following basic steps:

- Phase out those inmates presently in high security institutions who do not require such detention.
- Divert all suitable cases from these facilities at the time of conviction into community corrections, while continuing to send those who require secure detention and/or prolonged treatment to existing facilities.

"Under these provisions, existing high security facilities would be able to operate with greatly reduced inmate populations, which in turn would permit maximum concentration of staff and resources of high intensity resocialization programs."

This does not mean that the environment of the maximum security prisoner doesn't need improvement along with other sectors, quite on the contrary. In fact, says the California team, these areas need to be as pleasant as possible under the circumstances since the confined spend just about all their time there.

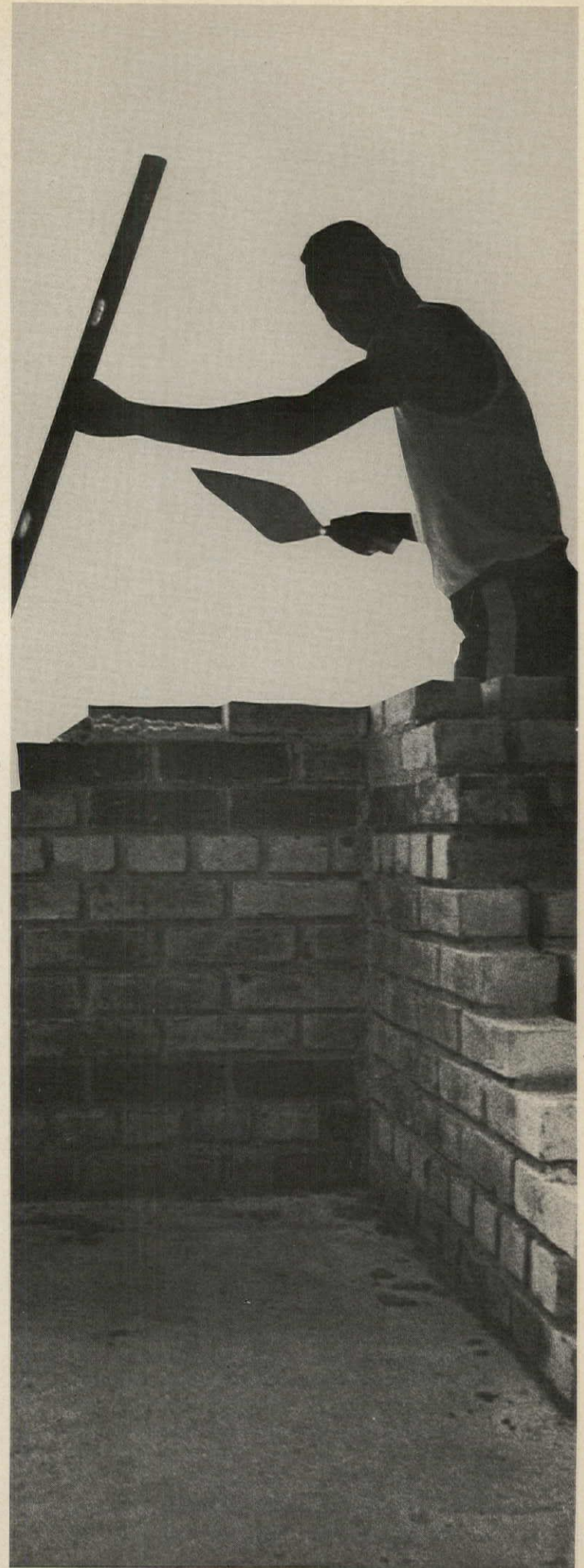
For all categories, specific studies should be devoted to the effects of the cell environment on mental functioning, the team proposes. This, among other things, is exactly what the government will be starting at Butner. All in all, research is the key to future design.

"Our first appropriation for research was in '68," says Velde, "in the amount of \$3 million. In fiscal '70 we had \$7.5 million and we had the same again for fiscal '71. However, we are asking Congress to triple our research funds for fiscal '72. In addition to our own program, the Department of Labor is conducting research in correctional manpower with training programs for inmates. The Department of Justice's major effort so far has been the four team studies." But, Velde expects, further studies will branch out from these.

However, even with all the unanswered questions, with all the research needed, we are not today using all the information we already have available, concludes the California team, and suggests that developing a body of information in corrections and the wise use of it seems a higher priority task than generating new information that we don't know how to use.

A step in this direction is the establishment of a National Clearinghouse for Correctional Programming and Architecture at the University of Illinois, an outgrowth of LEAA's contract with the university's Department of Architecture for development of the *Guidelines*.

We still have a long way to go but, to quote the 1971 calendar made by inmates in the vocational paint shop at the Federal Reformatory in El Reno, Oklahoma: "It's not so much where we start as in what direction we are going." **BESS BALCHEN**



DETROIT 1971



THE THEME SESSIONS: The 103rd convention of The American Institute of Architects pondered “The Hard Choices” confronting urban America today and in the years to come. Leaders from public affairs, education, business, planning and government joined the architects in sometimes ardent discussion of the three convention themes: Will Americans accept a national program for urban growth? How do we best use our resources to meet basic human needs now? What do we have to give up to create a livable environment? The president of the Institute set the pace and established the convention’s tenor in his definition of the major facets of the hard choices theme. An adaptation of his remarks is given here, as well as an overall survey of the way in which speakers and panelists attacked the problems and the alternatives to their solutions. The summary is by an architect who is a frequent contributor and a former associate on the staff of the *AIA JOURNAL*.

THE HARD CHOICES, THE HARDER FIGHT

by ROBERT F. HASTINGS, FAIA

It is sometimes said, with some justice, that the convention is an obsolete institution in American professional life and that convention themes and programs are frequently exercises in amateur sloganeering. Not this time.

For years, convention speakers—our own and others—have been talking about the accelerating pace of change. Over the years, the rhetoric on this subject has become a kind of prideful ideology. By talking about it, you tended to demonstrate that you were a deep thinker, well versed in the new philosophies, one of the new breed of futurists. Yet, while talking about change, you privately felt unaffected by it. No longer.

Change—genuine change—has come to all of us. It is affecting our fortunes, our professional and private behavior, even the way we look at familiar objects and ideas.

We have found already that the ground rules in our professional practice have changed. The old linear system of handling a

building project in successive phases of programming, design and construction—laying them end to end—is dying very quickly. It has no place in the new marketplace. Today, a 20-month reduction in the time of building means a 20 percent saving in cost, and often a good deal more. We are already adjusting to this new demand by overlapping and telescoping the traditional phases of decision, design and delivery. Sophisticated entrepreneurs are demanding it, and soon the government will follow suit.

Yet, as important as these new conditions seem to us as a profession, we face larger questions still. We are responsible not only for the satisfaction of our individual clients but in great measure for the larger environment in which our ultimate client, the community, must live.

This has always been true, of course. Sometimes we have had to face difficult choices between the wishes of a client and the interests of the community when we saw that the two were in conflict. But most of us would admit that we have felt relatively powerless to shape or affect the urban environment. It was much too complicated, and fundamental questions of land use, taxation, welfare costs, government priorities and entrepreneurial benefits were outside our area of rightful con-

cern. So, like most professionals and most Americans, we have accepted the yawning national gap between proclamation and performance.

We misled ourselves into thinking that the status quo was the real world, a permanent world, and that to accept it was to face reality. We were wrong. We thought that time and technology would bail us out of our worsening environmental problems. They have made them worse.

We believed that we could turn our backs on our early American legacy of responsible land use and town planning and embrace the westward-ho philosophy of building, abandoning and moving on: the old pioneer philosophy that has spawned the concept of throwaway architecture and disposable communities. Suffering from this 100-year illusion, we believed that our resources were unlimited. They are not. We have remembered the wrong part of our history.

We thought, as individual architects and as an organized profession, that we could hoe our own little garden of professional practice, discharge our responsibilities as a profession and remain largely as we have been. That day is gone.

We face hard choices, and we must remember that we are not talking about other peo-

ple's choices. We are talking about our own. What do we want to do and be as professionals? What do we want on behalf of the community we profess to serve? If we have begun to learn what we do not know—a condition which has always been the beginning of wisdom—what certain knowledge of the future can we pretend to have so that we can prepare for it in a prudent manner? Allow your president to offer a personal vision of what I believe will happen because it must.

First, we can hope for no relief for a decaying environment, natural or man-made, unless a national commitment is made to preserve and to restore it. This commitment has not been made, and neither this Administration nor any major candidate of the opposition party has proposed a serious program of reform.

This omission goes to the heart of our national goals and to the need to mobilize the public will to demand that hard choices be made in shaping new priorities. We must have new priorities that recognize the urgency of the environmental problem and attack it as an issue deserving national leadership and a number one level of commitment. It cannot simply be handed back to the local community in the name of decentralization or any other work for abdication of responsibility.

Second, if we will recognize as a nation that we cannot have everything we want, but can have anything we want that we are willing to work and pay for, then we must strike a balance between our aspirations and our resources. We must adopt a national policy that maximizes and stretches these resources so that, in the end, we can have more of the things we want.

I am putting this in practical economic terms. Our urban resources include people, land, nature, money, time and the mechanical service skeleton that has been built to facilitate the movement of people and goods. We cannot afford to waste any of these resources because some of them are irreplaceable and the cost of subsidizing the others is just too high.

Third, our future environment will continue to be built around our cities. There is no evidence to the contrary. Already we are seeing the old suburbs, to which so many urban people fled, beginning to decay. A new ring of outer suburbs has formed to permit escape from the inner ones to which we recently rushed off.

But there is no escape and, if there were, we could not afford this further stretching of our resources much longer. The problem lies not with people and their natural differences as citizens but with the present package of institutions which we generally describe as the system. The fact is that we can no longer afford a system that discards cities and towns and the people who live in them. We can no longer afford a system that encourages waste, sprawl, neglect and destruction. We can no longer afford a system that consumes our resources faster than we can replenish them. To reverse these long-term ruinous trends we must create a new system through substantial alteration of our obsolete institutions.

You now see what I had never expected to show you: I, a conservative middle-aged member of the establishment using the same

terms as the long-haired militant students and rebels who have given us such a hard time. But things have changed, and I have changed. The results of what we have been doing have finally become apparent; therefore, we and the things that are wrong must change.

We must create a new policy, changing the public ground rules as necessary to do two things. We must lift from the shoulders of the city those burdens that properly belong to the states and the nation as a whole. Prime examples are the welfare and educational burdens presently being borne by the city. And we must give our cities the means of revitalizing parts of themselves on a continuing basis. Cities and the people who live in them must be given the means to replace old parts with new, build new towns in old ones, keep the service skeleton in working order and re-



Hastings converses with Herbert H. Swinburne, FAIA, convention program chairman.

store sections of the urban environment around a core of continuing viability.

Elements of this new policy must include regional specification of land use; local control of transportation planning; alteration of tax laws to encourage improvement and to penalize neglect (rather than the other way around); and creation of incentives to make urban revitalization attractive to private investment within the framework of a strong community plan.

Specific recommendations in areas such as these will come from the Institute's Task Force on National Policy, which will issue its findings at the end of 1971 (see Institute Page in this issue).

Fourth, and finally, this profession must without delay broaden the definition of what it has previously considered to be its rightful area of concern. The architect today is learning again to design urban spaces as well as buildings. He is learning to work with all of the members of the design disciplines and social sciences in broad, interdisciplinary teams. He is learning once again to get his hands dirty in the business of construction.

The architect today, and the Institute he directs, must now plunge actively into political life, enlist allies, swing votes, mobilize community action and take positions on issues that once were thought to be outside our rightful area of concern. I believe that this may be the most important question before us as a professional society. We do not have to move in this direction, but we must recognize that we will move in one direction or another—forward or backward.

We must understand, however, what forward movement will demand. Do we really believe that our metropolitan areas can be saved from progressive ruin and that we have a duty to see that this happens?

Ask yourself whether we should be willing to take a position on the serious issue of who should bear the welfare burden. Ask yourself how a city can find the resources to rebuild itself if it becomes the sole repository for poor people who journey to it in search of employment or because of welfare benefits. Ask yourself whether this is not more properly a national burden—one that should be removed from the shoulders of the municipal administration.

Ask yourself whether we can realistically expect to build the urban schools we need if the funds to pay for them must come from a discriminatory property tax rather than a levy which spreads the burden to all those who should bear it. Ask yourself how we can expect private owners and landlords to maintain their properties and bring their land holdings to the highest possible state of improvement if the tax system penalizes them for doing it. Considering our interest in our communities and in the quality of building, isn't this a proper issue for our concern?

Ask yourself whether a city can revitalize itself if its streets and parks become loitering places for large numbers of unemployed persons. Is it not in our professional interest to lobby aggressively for public service employment and training that teaches such people skills that they can apply locally?

Ask yourself whether our nation and this profession can remain content with the government's lack of commitment to our established national goal to create 26 million housing units in this decade. We must also ask why all of the low to moderate income housing should be concentrated inside the old city boundaries and whether governmental action and intelligent planning could not provide this housing as part of fully balanced new towns and villages.

Ask yourself whether the Institute is ready to become involved in hard choices and harder fights over these political issues. Ask whether your profession is *tough* enough to attack sacred cows, *energetic* enough to help the community articulate its needs and aspirations and *wise* enough to help it find ways to stretch its resources.

If we are not willing to plunge into public life and to fight for the commitments needed to remake the urban environment, then we should deliberately adopt the second policy: Get out of the race entirely, retreat to the towers of the traditional professional society and pretend to do nothing more than what we have always done.

This is an honorable decision. But we should be under no illusions as to what it will mean. It will mean inevitably that, faced with a choice between being a public force and a private craft, we decided to become gentleman craftsmen.

I believe that this profession, through its Institute, will choose the first course. I believe it because I believe it is the nature of this profession to try to bridge any frontier it sees before it. Today's frontier is not the frontier of yesterday. One hundred years ago, it took courage to move out of cities. Today, this is the direction of the timid. Today, it takes courage to move into cities.

That's what this convention is all about: the hard choices. □

SPHERES OF CHOICES

by CHARLES E. THOMSEN, AIA

The spirit that animates our age centers around issues and endeavors wherein architecture's role and influence perforce have been limited and marginal. In civilization's cycles of evolution or emancipation, ours has been the task of commentary and expression of change, not its definition. But in the course of recent human affairs, the ever-increasing range and scale of man's capabilities to interfere with his environment and its natural processes are requiring a new orientation and a deeper commitment of architectural endeavors to transcend the boundaries of their separate solitudes.

The mid-century crisis of the environment, natural and man-made, has not been caused in the main by a lack of material capacities but by the failure to evolve the social, political and cultural processes that would include the qualities and the values of a new ethics for understanding, accommodating or effectuating change. Lacking these, the shape of our environment is being determined now by anonymous institutions according to expedient criteria often hostile to it.

Hasty programs are being devised to meet the forces of unprecedented growth, deterioration and ugliness which threaten to make our urban centers unfit places for human habitation. Decisions which will affect the life of our cities for decades to come are being made in an attempt to cope with the phenomenon of change and with the inevitability and magnitude of urban growth.

Assembled at Cobo Hall in Detroit for their 103rd convention, AIA members sought admission to the nation's councils where the hard commitments and the critical choices are yet unstated which will charter the course of the future environment of urban man.

From this forum evolved the three premises for the centrality of architecture as a fundamental vector in the urgent transformations and revisions that the reality surrounding us and our own convictions demand: the improvement of the human condition beyond a present which is bounded by the narrow margins of survival.

The wide range of future possibilities was perceived, no longer couched in the terms of temporizing measures under the impact of *faits accomplis*. Choices and alternatives emerged that will have to be exercised for the controlled and predetermined orchestration of urban growth.

Hard choice No. 1 concerns the question: Will Americans accept a national program for urban growth? In the place of formless and mindless patterns of man's settlements, the urgent future is the manifest urbanization of the nation, directed by man's will, in an ordered progression toward higher levels of opportunities for material, social and cultural fulfillment. From this overriding purpose, a major corollary was postulated: The achievement of our future settlements will be

in the summation and expansion of all man's accumulated knowledge, societal values and creative capabilities.

In the second sphere of hard choices—how do we best use our resources to meet basic human needs now?—a collective effort is required which envisions a new pluralistic alignment of human resources, talents and processes heretofore relegated to a peripheral role. In the place of driven reactions and inconsistent expediencies of present endeavors that lack commitment, new political and social commonalities are sought whereby the varied potentialities of art, science and technology would be mobilized and redirected to reshape the faltering structures of the nation's cities.

The third sphere of hard choices—what do we have to give up to create a livable environment?—indicates that in place of compulsive undertakings unclear about their roles and original purposes, we must seek new priorities, new values and new measures by which man's endeavors and their consequences can be controlled and steered to become positive determinants of a preferred and logical evolution toward an environment more generous in its view of life and its ministry to man's needs and aims.

Premises and Assumptions

Inherent in the definition of these three areas of hard choices was the assumption that the prospects for the future human condition will depend less on what is within our power to do than on what we choose to do and, to some extent, on the methods and processes that we devise in the exercise of our options. This premise of the conference, and indeed its *raison d'être*, would remain largely unchallenged.

What did evolve was a realization of the enormous range of possibilities and alternatives that each sphere of choice carries. Just as important was the awareness of the increased degree of interdependency between these spheres, the multiplicity of their interactions and the variety of their implications—positive and negative—that ensue when the delicate equilibrium between them is altered through the normal exercise of options.

As the conferees undertook their particular theme, it became clear that the separation and definition of the spheres of choices were more elusive and illusory than real. A number of critical themes recurred, their variations and interplay providing the participants with the multifaceted views of simultaneous perspectives of their otherwise hidden dimensions.

For example, the compelling need expressed in the first session by Canada's Minister for Housing and Urban Affairs Robert K. Andras and by Congressman Thomas L. Ashley (D-Ohio) for a public policy on urban growth was reinforced by Chairman

Mr. Thomsen, member of the AIA Regional Development and Natural Resources Committee and participant in the production of an environmental manifesto for urban growth, is special assistant for design in the Office of Technical Assistance, Department of Housing and Urban Development.

of the Council on Environmental Quality Russell E. Train in the third session. An urban growth policy, however, was viewed through slightly different lenses of national policies motivated by environmental protection and natural conservation concerns.

There is the anti-city attitude of management consultant Peter Drucker, expressed in the second session, to whom the term urban crisis is a misnomer because the city is seen as a useless artifact that still exists because of black immigration. Such alternatives, however, take on new meaning when placed in the context of social responsibilities expressed by Andras, or the racial context of the urban crisis seen by Harold R. Sims, acting executive director of the National Urban League, Newark's Mayor Kenneth A. Gibson and Clark College's President Vivian W. Henderson. These dimensions are expanded when the perspective is that of Atlantic Richfield Company's President Thornton S. Bradshaw and Carl H. Madden, chief economist for the Chamber of Commerce of the United States. And the context becomes one of inherent danger of excessive controls of private endeavors and the curbing of democratic processes or abbreviation of individual freedom.

It is the young student of today who will make tomorrow's decisions; therefore, it was appropriate that their voices be heard at each of the theme sessions. Three June graduates handled the assignment.

Janet Null of the University of California at Berkeley accused the profession of formulating solutions prior to understanding the problem and called for action rather than talk. Greg White of Rice University asked architects to remain open to new information and to have opinions. "America must become," he stated, "a country where experts provide the best information and nonexperts make the hard choices. You must provide information about architecture and make decisions about everything else." Bruce Webb of Montana State University said that there is not much time left to preserve this human society and suggested that we "too often wage symbolic war on social evils, attaching our minds and directing our actions to these symbols which then identify our commitment, assuage our conscience and satisfy our concerns." He stated that we pass resolutions to improve society without directing someone to do something.

The recurrence of themes and interplays, transcending the artificial boundaries of their immediate chronologies, imparted to the conference a unity and continuity which went beyond the elective anthologies devised for the yearly communal ritual of professional assemblies.

The Patterns of Human Settlements

"Our task is large," Archibald C. Rogers, FAIA, stated in his National Policy Task Force report to the convention (see Institute Page). The dimensions of the quest to recommend a national policy, or a national strategy, for guiding our settlement patterns for the next 20 years were explored by the conferees in the first sphere of hard choices facing the nation and its architects.

The formal dimensions of a national urban growth policy revolved around two es-

sential issues which, at first glance, appeared complementary in their theoretical framework but which, upon confrontation with the political and economic realities, showed the real dilemmas that must be resolved if this national policy is to be truly comprehensive in scope.

Should the direction be the development of new urban structures—the new towns and cities—proposed by the New York State Urban Development Corporation's President Edward J. Logue in his preconvention paper (see AIA JOURNAL, May, p. 18) and recognized by Congressman Ashley as the new component in the federal government's recent actions? Or should the strategy be directed to the urgent remedial measures called for by Mayor Gibson to reclaim the decaying cores of our cities and which will control and guide the expansion and changes of our urban systems, defined by Andras as Canada's evolving urban growth policy?

The direction obviously apparent to all of us is a comprehensive urbanization policy which would view both as essential elements of the overall strategy. Compatible, mutually supporting and complementary rather than redundant, neither could achieve independently the goals of a better urban environment. This is the direction favored by Congressman Ashley as he described the federal government's first steps in recent legislative action and more specifically in Title VII of the Housing and Urban Development Act of 1970 (see Aug., p. 41) in which Congress has been directed "to evolve a national urban growth strategy."

"Those of us who worked to shape this legislation," said Ashley, "recognize full well that new community development is not an



First theme session's Andras.

end-all or a cure-all, but simply one important component of an evolving urban strategy. Obviously, 'better patterns of urban development and revitalization are essential to accommodate future population growth, to prevent further deterioration of our physical and social environment and to make positive contributions to the overall quality of life within the nation,' as set forth in Title VII. These same better patterns of development apply not only with respect to new communities but with equal force in our metropolitan areas and elsewhere where most future growth will be accommodated.

"The whole basis of greatly expanded assistance to public and private developers of new communities was the specific finding that continuation of established patterns of urban development will result in wasteful use

of land, destruction of natural resources, diminished opportunity for the private home building industry, costly and inefficient public facilities and services, unduly limited options for many of our people as to where they may live, diminution of employment and business opportunities in our central cities, further separation of people by income and race and between better home and place of work and increased cost and decreased effectiveness of public and private urban transportation facilities." He called these findings "the most scathing indictment of our current patterns of growth and development ever adopted by the Congress."

The Case of the Cities

The real and immediate obstacles to the achievement of a truly comprehensive urban growth policy are the result of polarization which has occurred between the principal components of its overall strategies. Mayor Gibson, to a large measure, epitomized the fundamental hostility of the nation's cities which has for the past years vigorously opposed and lobbied against the new measures that seek the development of new towns and cities. He forcefully and convincingly presented the case of the cities in the form of a major indictment of past and current federal policies.

Gibson quoted Logue's preconvention paper in which it was said that the most striking thing about the growth and eventual decay of our cities is that "it has happened without a plan, policy or even suggestion from any level of government indicating how or where it should occur." Gibson called this statement misleading. "To take the position that federal and local governments have had no hand in shaping the urbanization of America is a little naive, to say the least."

Using the experiences and problems of Newark to illustrate his thesis, Gibson cited four ways in which public policy has mapped the history of urban America. First, he claimed that the Federal Housing Administration since 1934 has played a part in the "ghettoization" of American cities by initiating the mass exodus of middle income residents into the surrounding countryside.

"A second and equally damaging aspect of our national urban policy is embodied by the interstate highway measures of 1956 and 1959," said Gibson. The federal government has spent "tens of billions of dollars to facilitate the flight of the urban middle class from our cities." Cutting swaths of commuter roads to the suburbs, it has constructed them through homes of the poor, worsening the critical housing shortage.

Third, national educational and residential policies have directly resulted in *de facto* and *de jure* segregation in our urban areas, declared Gibson. And last, by controlling mortgage credit rates, "the federal government has not only encouraged single family home ownership in lily-white suburbs" but also has fallen short, "as if by intent and design," from its promise of a "decent, safe and sanitary environment for all Americans."

Gibson concluded that "we have had definite national policies on urbanization" which have, more often than not, "intensified the problems they were intended to alleviate."

Gibson challenged Logue's premises that new towns will "defuse some of the explosive tensions that have built up in our urban and suburban areas." He said that Columbia, Maryland, offers economic opportunities and provides mixed socio-economic neighborhoods, but that Columbias would have to be built "at the rate of one a month for the next 30 years" to absorb the population growth projected to the year 2000.

"The Columbias of America will never provide opportunities for our inner city poor black, elderly and white working class people: what we have come to call our dispossessed." Most of the jobs generated by new towns will go to the "skilled professional white collar" workers. Challenging Logue's suggestion that new towns provide a "safety valve for the central cities," Gibson said that people have come to the cities seeking "opportunity and a chance for a taste of the American pie: security, a good job, decent education, a healthy mix of activities and a human living environment. Cities have, throughout civilization, provided these things to the people on the lowest rung of the economic, social and political order. Why not make good on this promise? Why forsake the challenge when the challenge is greatest?"

Concluding his case for the American city against new towns, Newark's mayor proposed bold architectural enterprises similar in scope to Le Corbusier's visions of radiant cities but expressive of the aspirations of urban America. "Why can't we bring the bold vision to bear on our old urban centers the way you have brought vision and boldness to the area of new towns?" he asked.

Policies of the Middle Ground

A more pragmatic urban policy is called for in light of the polarization of attitudes between policies aimed solely at the city and strategies which call for completely new urban settlements. Straddling both postures, but still favoring the beleaguered urban centers, is one alternative considered in the report of the National Policy Task Force. This middle ground is the one chosen by Congressman Ashley. This is also the posture of Canadian policies on urban growth as described by Andras. "In Canada," he said, "we have to think of the social, the political and the 'national-survival' implications of a vast hinterland dominated by three gigantic urban systems—and lying next to the urbanized, industrialized might of the United States. We have to ask what that may say for our own control and our own priority-setting over the quality of life in our own land and over patterns of settlements." Whereas Congressman Ashley is directly concerned with the delivery system and mechanisms as an integral element of policy, the Canadian choice is for the development of perhaps an under-muscled but "supple and surprisingly lithe new creature, a fountainhead for policy making."

Andras said that the "political challenge is to work with what we have" in order to give all concerned people a voice in decision making; to identify national goals; to coordinate urban activities of governments and make them responsive and adaptive to a continuing evaluation that sees cities and city systems as interconnected wholes. His ministry

is developing a broadly based and highly visible forum—perhaps to be called something similar to a National Urban Council. "That forum," he stated, "would provide a continuing consultative process involving the federal, provincial and municipal levels of government."

The Social Dimensions of Urban Growth

The theme for the conferees at the second session on the use of human resources was set forth in a pre-convention paper by Dr. Vivian W. Henderson (see May, p. 22). The social dimensions of a national policy seeking to resolve the crisis of urban America were defined in the context of the prevailing mores and the historical tendencies of our society toward racial imbalance and economic stratification. In the national quest for a controlled and balanced growth of man's settlements, the measures and methods being evolved will be futile unless accompanied by a parallel progression in the social dimensions of that environment to increase man's opportunities to fulfill his economic, social and cultural aspirations.

The devastating harvest of current and prevailing tendencies—poverty, ignorance, racial inequity, ghettoization—has been the obliteration and wholesale abandonment of entire neighborhoods of our cities. The perpetuation of these dehumanizing vectors will continue to thwart future measures to renew the city. More importantly, the failure of civilization will have been the failure of the nation's institutions to marshal the collective effort required to shape anew the cities of man. It will have been the failure to involve, beyond a token or peripheral role, the unexpressed talents and resources now silent and atrophied in the Harlems of America.

As Minister Andras said, one of the most critical problems is how society "sets up processes that allow the various conflicting, competing demands and voices in a community to work themselves out. How do all the components of that society, all in their boxes, break through the distortion of effort and of perceptions that is caused by fragmentation and separate solitudes? How does the architect speak to politician, to public housing tenant, to planner, to taxpayer, to highway builder and so on? How do you create a consensus in society?"

Andras urged the involvement of the untapped resources as an indispensable element in the strategies and programs that will guide future patterns of our urban settlements. But there are more questions than answers in the methods by which this involvement can be made to occur.

To a large measure, the answers to the questions posed by Andras would be provided by John W. Gardner, chairman of Common Cause, who addressed his remarks to the way we can best use our resources to meet basic human needs now. The deployment of all our human resources in the achievement of an environment built to the measure of man can be accomplished in two ways. There is, first, the need to neutralize or eliminate the barriers and conditions which tend to repress individual expression and fulfillment: health, education, racial discrimination, economic justice. "Economically and technologi-



Second theme session's Gardner.

cally, we have it within our power to abolish poverty. It is a question of how we set our national priorities," Gardner declared.

There is also a need to reform our institutions and to remold them into useful instruments of our *collective* will and purpose. The agent for these reforms is the private citizen in concert with others and organized to exert his influence.

Gardner cited four societal conditions which must be solved if we are to emphasize the values we should be serving: 1) Any inventory of conditions that have accounted for misery and damage to the individual must rank war high on the list; 2) The threat to the quality of individual life from population increase is immediate and ominous; 3) We all will find life unbearable unless we attend to pollution control and the related questions that bear on beauty or ugliness and the destruction or viability of our environment; 4) If the social context is one in which the framework of moral values has dissolved, there is no possibility of achieving individual dignity or of recognition of the worth of an individual.

The Vectors of Urban Failures

The implications of the social premises on future development programs and the measure of their roles in the urban crisis provided the platform for a second confrontation of views which carried strong overtones of the first encounter.

The views of Sims reinforced the conclusions of Henderson and further expanded those expressed by Mayor Gibson's analysis of the plight of Newark. Sims established unequivocally the racial problem and its related economic implications as the root and the sole dimension of the crisis of the American city.

"It is all too easy," he said, "to refuse to come to grips with the racial basis of the American dilemma; it is all too easy to see our problems through the blinkers of one discipline or another. But no analysis of the problems of America's cities is worthy of discussion unless it recognizes racism, racial repression and racial discrimination as being at the core of those problems." Unemployment and underemployment, he declared, are among the most apparent and immediate manifestations of it.

This economic corollary of the racial problem would become the premise for the programs with which Sims proposed to resolve one of the major expressions of the crisis afflicting our cities. It would also become the premise for the direct involvement of the architectural profession beyond the technical

isolation of its endeavors into the socio-political spheres that shape the environment.

Sims cited the soaring rate of black unemployment and called on the AIA to "act in this tragic situation." He pled, "If you are really serious about your role in making cities work, then you've got to use your prestige and your political clout on behalf of the poor and the black people who live in those cities. So I am asking you to pass the resolutions, make the statements and use your power to join with the Urban League in its effort to get this nation to react to a major crisis with a realistic emergency program to meet it."

Sims also called upon the AIA to go on record "as declaring work on housing units in segregated suburbs off limits" to its members. He urged the condemnation of "vicious discrimination that keeps blacks confined to urban ghettos and away from their fair share of decent housing and new jobs."

Sims reinforced Henderson's points about the racial foundations of our economic and urban problems. His final recommendation was to bring about an economic recovery of our failing cities through the proposal originally made by the late Whitney M. Young Jr. for a domestic "Marshall Plan" for the poor. "You must use all your considerable resources," he urged, "on behalf of those in this society who don't have your education, your skills, your wealth or your power."

On the other hand, there were the views of Drucker who maintained that the plight of the American city is not a product of the forces generally ascribed and understood under the generic term of "urban crisis," let alone defining the problem as one of racial origin. "If the blacks had not, in large number, moved into the big cities, the cities would look much worse, and nobody in this room would give it a thought," he averred.

The dilemma of the city is that it is not an American habitat. If it has persisted as long as it has, it is because it fulfilled the needs of business, education and commerce and the related activities of man which required proximity and concentration. The evidence is that this need no longer exists, as witnessed by the exodus of corporate enterprise from the urban centers. The remedial measures and revitalization programs are undertaken only because the city has become the locus of the black problem.

According to Drucker, another misconception about the city is the view of it as a conglomerate of neighborhoods. There is no neighborhood in the city. "The city exists because one does not know one's neighbor." And it cannot exist any other way. The "neighborhood," being an American value, may therefore explain why there is a "deep rooted and totally untarnished preference for not being city dwellers."

Another misconception, stated Drucker, is the prevalent hostility to the suburbs. "Mr. Sims asked the architects to forego commissions in the suburbs. Well, there aren't any. Architects get a few jobs, maybe building a school or a sewage plant. But the suburbs so far are delivered by the midwife, not by the doctor." The suburbs exist because they fulfill the needs and aspirations of those who have chosen to live there. As such, their future cannot and should not be ignored.

The Cultural Dimension of Urban Growth

By the end of the past decade, the widely held if presumptuous notion that man has the will and the means to control his own destiny had paled under the sustained confrontations of unresolved paradoxes of poverty and ignorance, ugliness and injustice in the midst of unparalleled prosperity. Science and technology had provided the tangible signs and symbols of man's future through daring deeds that stagger the imagination. At the gate of the universe, a quarter of a million miles away, man was taking his small step and giant leap; the Mumfordian Prometheus once more unbound.

Yet it is in the choice of the use of his increased power that man has found the extent of his own vulnerability and the fragility of his very survival. The same power, which on the one side offers him untold options for personal fulfillment, carries on the other the more somber seeds of his destruction. And the utopian vision of a world built to the human measure may be obliterated as easily as the view of earth was blocked out by the astronaut's thumbnail in Madden's pre-convention paper (see May, p. 26).

In the third sphere of hard choices, the new urgency was seen in our natural propensity for the abuse and the misuse of that power superimposed over our culture and its institutions. With man's capability to control his environment expanded beyond expectations, as seen by Madden and by the conferees of the third forum—Dr. Paul N. Ylvisaker, professor of Public Affairs and Planning at Princeton University, and Bradshaw—the critical need is for the transformation and evolution of our cultural values, of the symbols and of the authorities which are the measures of our civilization. The far more critical issue was whether our institutions could, turning their back on the past, again become the repositories of a new ethics going beyond the 19th century romantic ideals of man's eventual control of nature and the inalienable rights of his vested interests.

It is in the third area of hard choices that the synthesis of the various dimensions of urban growth occurs. The crisis of the man-made environment depicted in the second theme as being primarily the product of the economic and social breakdown of the inner city is broadened by Train to include the breakdown of the natural environment. The problem is the larger scope of human endeavors unrestrained by a sense of moral commitment and aggravated by man's short-term vision of his narrow interests.

The plight of the inner city is compounded by the exploitation and consumption of the dwindling resources of the planet. The poverty and decay of our urban centers are direct products of the high cost of air and water pollution which threatens to make the cities of man unfit for human habitation. In this way, Train reinforced Congressman Ashley, Minister Andras and Madden in their conclusions for a public policy: the involvement of the regulatory powers of government to curb private exploitation.

The dangers and potentials of such public intervention in the endeavors to shape the future growth of man's urban environment

provided the platform for the third debate of the conference. The balances and counterpoints were indicated by Bradshaw. "We could give up some hard-won victories, hard-won truths of the victories of our society," he declared. "We could give up our freedom. There are some who argue that only a repressive government can bring about a balance between material progress and protection of the environment, that government must tell us how to live. We could lose what Dr. Madden calls 'our remarkable movement of people, jobs and money.' We could give up these things, this basic freedom.

"We could give up our material affluence because there are those who argue that the quality of life, the quality of our environment, is not compatible with economic growth and, therefore, given a choice of immediate disruption or imminent disruption because of the forces of the environment. Obviously, under those circumstances, material progress—economic growth—must go."

To effectuate the necessary transformation of our institutions, to create the new ethics and the new values which can shape our environment and restore the human scale to our cities of inhuman dimension, there is a need for the talents and resources which so far have remained marginal and unproductive, in spite of the wealth and depth of the capabilities.

To Ylvisaker, there is a cop-out of young revolutionaries whose ideals would have enriched the tapestry being woven for a brave new world. There is also the aloofness of hurt sensibilities reminiscent of the postures which brought the fall of the Roman Empire and which today threaten the decline of our own civilization.

Last, but not least, there are the prior commitments based on rash and impulsive expediencies of political and private action,



Third theme session's Ylvisaker.

such as the war in Vietnam which has diverted the economic might of the nation instead of directing it to the forces which threaten our very existence from within. And related to these commitments is the tragedy and the toll that such commitments have caused. We have really begun in the '60s to dismantle our public capacity, Ylvisaker stated, and we are leaving behind a more and more desperate population.

"But do you realize we would have available to us the millions of young kids drafted into the service to perform over there; we would have them learning the urban trades

and a decade later we still hesitate to spend major monies because we say we don't have the people ready for it to do the jobs."

Thus the third dimension of urban growth is to prevail over our culture's inherent tendencies toward self-destruction. According to Madden, this tendency is best summed up by Pogo's remark: "We have met the enemy and he is us."

Of Bold Endeavors

The one common theme shared by all the speakers and panelists, the divergence of their other views notwithstanding, was that the architect can no longer operate in this day and age in the splendid isolation of purely professional concern. That concern must be expanded into the political, social and economic spheres of society's enterprises which directly or indirectly affect architectural endeavors.

Time and again, the profession was called upon to broaden the definition of what it has heretofore considered to be its rightful area of concern. As President Hastings expressed it, "The architect must plunge actively into political life, enlist allies, swing votes, mobilize community action and take positions on issues that were once thought to be outside our rightful area of concern." He said that as a profession we will move forward or backward. The deliberations of the conference clearly urged the forward movement not only for the Institute but also for each of its individual members as social concerns were emphasized again and again.

The convention demonstrated anew that the lag between conceptual orientation, acceptance and realization remains wide. And the measure of commitment is yet to be achieved which, in a comprehensive way, would promote the development of completely new urban structures or, for that matter, satellite towns, parallel cities and the varied instrumentation of new communities as an integral part of a national urban growth policy.

The political and economic barriers and other constraints are still too antagonistic. Thus they make the realities of the English and Scandinavian new towns, the Chandigarhs and the Braziliias, the Israeli desert communities—notwithstanding their inherent weaknesses and occasional failures—but wishful mirages of a distant utopian quest. It will remain a good subject for our symposia and, who knows, that new town tour which we have been planning to take next year.

Still more distant is an urbanization policy whose scope contemplates the future settlement of whole regions, including those which are now totally hostile to man's subsistence and survival. The boldness has yet to come which made possible the Suez and Panama Canals, the Aswans and the TVAs and which elsewhere seeks the transformation of the Amazonian jungles and the opening up of new regions of Colombia's hinterland to the sea.

In the evolution of a national urban growth policy, we have been asked not to be gods. And our march to the sea must be confined to the eventual linkage of our government centers to our Boston waterfronts. □

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**'THE ROOM, THE STREET
AND HUMAN AGREEMENT'**

by LOUIS I. KAHN, FAIA

I have some thoughts about the spirit of architecture. I have chosen to talk about the room, the street and human agreement.

The room is the beginning of architecture. It is the place of the mind. You in the room with its dimensions, its structure, its light respond to its character, its spiritual aura, recognizing that whatever the human proposes and makes becomes a life.

The structure of the room must be evident in the room itself. Structure, I believe, is the giver of light. A square room asks for its own light to read the square. It would expect the light either from above or from its four sides as windows or entrances.

Sensitive is the Pantheon. This nondirectional room dedicated to all religions has its light only from the oculus above, placed to invest the room with inspired ritual without favoritism. The entrance door is its only impurity. So powerful was this realization of appropriate space that even now the room seems to ask for its release to its original freedom.

Of the elements of a room, the window is the most marvelous. The great American poet Wallace Stevens prodded the architect, asking, "What slice of the sun does your building have?" To paraphrase: What slice of the sun enters your room? What range of mood does the light offer from morning to night, from day to day, from season to season and all through the years?

Gratifying and unpredictable are the permissions that the architect has given to the chosen opening on which patches of sunlight play on the jamb and sill and that enter, move and disappear.

Stevens seems to tell us that the sun was not aware of its wonder until it struck the side of a building.

Enter your room and know how personal it is, how much you feel its life. In a small room with just another person, what you say may never have been said before. It is different when there is more than just another person. Then, in this little room, the singularity of each is so sensitive that the vectors do not resolve. The meeting becomes a performance instead of an event with everyone saying his lines, saying what has been said many times before.

Still, in a large room, the event is of commonality. Rapport would take the place of

thought. This room we are in now is big, without distinction. The walls are far away. Yet I know if I were to address myself to a chosen person, the walls of the room would come together and the room would become intimate. If I were now reading, the concern would be diction.

If this room were the Baptistery of Florence, its image would have inspired thoughts in the same way as person to person, architect to architect. So sensitive is a room.

The plan is a society of rooms. The rooms relate to each other to strengthen their own unique nature. The auditorium wants to be a violin. Its envelope is the violin case. The society of room is the place where it is good to learn, good to work, good to live.

Open before us is the architect's plan. Next to it is a sheet of music. The architect fleetingly reads his composition as a structure of elements and spaces in their light.

The musician reads with the same overallness. His composition is a structure of inseparable elements and spaces in sound. A great musical composition is of such entity that when played it conveys the feeling that all that was heard was assembled in a cloud over us. Nothing is gone, as though time and sound have become a single image.

The corridor has no position except as a private passage. In a school, the boy walks across a hall as in his own classroom where he is his own teacher, observing others as others do. The hall asks for equal position with the library.

The society of rooms is knit together with the elements of connection which have their own characteristics.

The stair is the same for the child, the adult and the old. It is thought of as precise in its measures, particularly for the young boy who aspires to do the floors in no time flat, both up and down. It is good also to consider the stair landing as a place to sit near a window with possibly a shelf for a few books. The old man ascending with the young boy can stop here, showing his interest in a certain book, and avoid the explanations of infirmity. The landing wants to be a room.

A bay window can be the private room within a room. A closet with a window becomes a room ready to be rearranged. The lightless corridor, never a room, aspires to the hall overlooking the garden.

The library, the work court, the rooms of study, the place of meeting want to group themselves in a composition that evokes architecture. The libraries of all university schools sit well in a court entrance available to all its students as a place of invitation. The entrance courts and their libraries and

the gardens and paths knitting them together form an architecture of connection. The book is an offering of the mind.

The work court of a school of architecture is an inner space encircled by workshops available to construct building experiments. The rooms of study and criticism are of a variety of dimension and spaces in their light, small for the intimate talk and work, and large for the making of full-size drawings and group work.

Rooms must suggest their use without name. To an architect, a school of architecture would be the most honored commission.

The street is a room of agreement. The street is dedicated by each house owner to the city in exchange for common services.

Dead-end streets in cities today still retain this room character. Through-streets, since the advent of the automobile, have entirely lost their room quality. I believe that city planning can start with realization of this loss by directing the drive to reinstate the street where people live, learn, shop and work as the room out of commonality.

Today, we can begin by planting trees on all existing residential streets, by redefining the order of movement which would give these streets back to more intimate use which would stimulate the feelings of well-being and inspire unique street expression.

The street is a community room.

The meeting house is a community room under a roof. It seems as though one came naturally out of the other.

A long street is a succession of rooms given their distinction, room for room, by their meeting of crossing streets. The intersecting street brings from afar its own developed nature which infiltrates any opening it meets. One block in a stream of blocks can be more preferred because of its particular life. One realizes the deadliness of uninterested movement through our streets which erases all delicacy of character and blots out its sensitive nature given to it of human agreement.

Human agreement is a sense of rapport, of commonness, of all bells ringing in unison—not needing to be understood by example but felt as an undeniable inner demand for a presence. It is an inspiration with the promise of the possible.

Dissension does not stem from need but from the mad outburst of frustration, from the hopelessness of the far-awayness of human agreement. Desire, not need, the fore-runner of the new need, out of the yet not said and the yet not made seems to be the roots of hope in dissension.

How inspiring would be the time when the sense of human agreement is felt as the force which brings new images. Such images reflecting inspirations and put into being by inspired technology. Basing our challenges on present-day programming and existing technologies can only bring new facets of old work.

The city from a simple settlement became the place of the assembled institutions. The settlement was the first institution. The talents found their places. The carpenter directed building. The thoughtful man became the teacher, the strong one the leader.

When one thinks of simple beginnings

which inspired our present institutions, it is evident that some drastic changes must be made which will inspire the re-creation of the meaning, *city*, as primarily an assembly of those places vested with the care to uphold the sense of a way of life.

Human agreement has always been and will always be. It does not belong to measurable qualities and is, therefore, eternal. The



First Vice President and President-elect Urbahn congratulates Gold Medalist Kahn.

opportunities which present its nature depend on circumstances and on events from which human nature realizes itself.

A city is measured by the character of its institutions. The street is one of its first institutions. Today, these institutions are on trial. I believe it is so because they have lost the inspirations of their beginning. The institutions of learning must stem from the undeniable feeling in all of us of a desire to learn. I have often thought that this feeling came from the way we were made, that nature records in everything it makes how it was made. This record is also in man and it is this within us that urges us to seek its story involving the laws of the universe, the source of all material and means, and the psyche which is the source of all expression. Art.

The desire to learn made the first school room. It was of human agreement. The institution became the *modus operandi*. The agreement has the immediacy of rapport, the inspiring force which recognizes its commonality and that it must be part of the human way of life supported by all people.

The institution will die when its inspirations are no longer felt and when it operates as a matter of course. Human agreement, however, once it presents itself as a realization is indestructible. For the same reason a man is unable to work below his level of comprehension. To explain inspiration, I like to believe that it is the moment of possibility when what to do meets the means of doing it.

City planning must begin to be cognizant of the strength and character of our present institutions and be sensitive to the pulse of human relationship which senses the new inspirations which would bring about new and meaningful institutions. Traffic systems, sociological speculations, new materials, new technologies are servants to the pulse of human rapport which promises revelations yet not felt but in the very core of human desires.

New spaces will come only from a new sense of human agreements — new agreements which will affirm a promise of life and

will reveal new availabilities and point to human support for their establishment.

I realized in India and Pakistan that a great majority of the people are without ambition because there is no way in which they are able to elevate themselves beyond living from hand to mouth, and what is worse, talents have no outlets. To express is the reason for living. The institution of learning, of work, of health, of recreation should be made available to all people. All realms of expression will be opened. Each singularity will express in his way. Availabilities to all can be the source of a tremendous release of the values locked in us of the unmeasurable in living: the art of living.

One city can distinguish itself from the other by just the inspirational qualities that exist in sensing natural agreements as the only true source of new realizations. In that sense the spaces where it is good to learn, to work and to live may remain unexpressed if their nature is not redefined. It is not just enough to solve the problem. To imbue the spaces with new-found self-quality is a different question entirely. Solution is a "how" design problem; the realization of "what" precedes it.

Now a word about inspired technology. The wall enclosed us for a long time until the man behind it, feeling a new freedom, wanted to look out. He hammered away to make an opening. The wall cried, "I have protected you." And the man said, "I appreciate your faithfulness but I feel time has brought change."

The wall was sad; the man realized something good. He visualized the opening as gracefully arched, glorifying the wall. The wall was pleased with its arch and carefully made jamb. The opening became part of the order of the wall.

The world with its many people, each one a singularity, each group of different experiences revealing the nature of the human in varied aspects, is full of the possibility of more richly sensing human agreement from which new architecture will come. The world cannot be expected to come from the exercise of present technology alone to find the realms of new expression. I believe that technology should be inspired. A good plan demands it.

A word about silence and light. A building being built is not yet in servitude. It is so anxious to be that no grass can grow under its feet, so high is the spirit of wanting to be. When it is in service and finished, the building wants to say, "Look, I want to tell you about the way I was made." Nobody listens. Everybody is busy going from room to room.

But when the building is a ruin and free of servitude, the spirit emerges telling of the marvel that a building was made.

When we think of great buildings of the past that had no precedent, we always refer to the Parthenon. We say that it is a building that grew out of the wall with opening. We can say that in the Parthenon light is the space between the columns—a rhythm of light, no-light, light, no-light which tells the tremendous story of light in architecture that came from the opening in a wall.

We are simply extending what happened long ago; the beginning may be considered

the most marvelous: without precedent, yet its making was as sure as life.

Light is material life. The mountains, the streams, the atmosphere are spent light.

Material, nonconscious, moving to desire; desire to express, conscious, moving to light meet at an aura threshold where the will senses the possible. The first feeling was of beauty, the first sense was of harmony, of man undefinable, unmeasurable and measurable material, the maker of all things.

At the threshold, the crossing of silence and light, lies the sanctuary of art, the only language of man. It is the treasury of the shadows. Whatever is made of light casts a shadow. Our work is of shadow; it belongs to light.

When the astronauts went through space, the earth presented itself as a marvelous ball, blue and rose, in space. Since I followed it and saw it that way, all knowledge left me as being unimportant. Truly, knowledge is an incomplete book outside of us. You take from it to know something, but knowing cannot be imparted to the next man. Knowing is private. It gives singularity the means for self-expression.

I believe that the greatest work of man is that part which does not belong to him alone. If he discovers a principle, only his design way of interpreting belongs to him alone. The discovery of oxygen does not belong to the discoverer.

I invented a story about Mozart. Somebody dropped a dish in his kitchen, and it made a hell of a noise. The servants jumped, and Mozart said, "Ah! Dissonance." And immediately dissonance belonged to music, and the way Mozart wrote interpreting it belonged to him.

Architects must not accept the commercial divisions of their profession into urban design, city planning and architecture as



The top award-winner, a Philadelphian, is joined by two other Fellows: Arthur C. Holden and Francis J. Keally, both New Yorkers.

though they were three different professions. The architect can turn from the smallest house to the greatest complex, or the city. Specializing ruins the essence of the revelation of the form with its inseparable parts realized only as an entity.

A word about beauty. Beauty is an all-prevailing sense of harmony, giving rise to wonder; from it, revelation. Poetry. Is it in beauty? Is it in wonder? Is it revelation?

It is in the beginning, in first thought, in the first sense of the means of expression.

A poet is in thought of beauty and existence. Yet a poem is only an offering, which to the poet is less.

A work of architecture is but an offering to the spirit architecture and its poetic beginning. □

THE BUSINESS SESSIONS: In setting the stage for the official business of the convention, the executive vice president of the Institute presented a comprehensive account of the planning process, reported below in abbreviated form. The delegates then proceeded to consider 16 bylaw changes, the majority of which were intended primarily for clarification and updating, and nearly 30 resolutions, several of which evoked spirited discussion. They defeated a bylaw proposal which would have effected a major change in the AIA structure but established an associate membership category and gave the student president power to vote on most issues before the board.

THE STATE OF THE INSTITUTE

by WILLIAM L. SLAYTON

This is a report of the progress of 1971 AIA programs; it is also a report on the AIA's recently established planning process.

The planning process is the means by which proposals are analyzed and formulated into a comprehensive program. The heart of the planning process, the Planning Committee, consists of the president-elect as chairman, the president and the executive vice president. After his election, the first vice president becomes the fourth member; the treasurer participates when the committee becomes involved in money questions.

The process involves seeking program suggestions from commissions, committees, component organizations and staff. After thorough debate by the Board of Directors, preliminary proposals are distributed to the component organizations. The final result is a program adopted by the board that has had the benefit of consideration by many people.

Last year, the first year of the planning process, Robert F. Hastings, FAIA, suggested that the Planning Committee report cover five major areas. He dubbed them the Five Develops: Develop the Professionals; Develop the Tools; Develop the Climate; Develop the Client; Develop the Institute. The purpose of such grouping was to encourage discussion by major programs rather than by individual proposals. This year the same format is being followed.

Develop the Professionals

Assistance to Schools of Architecture: The AIA now provides assistance to schools of architecture which have pinpointed curriculum or management problems. Such assistance was provided to Case Western Reserve University with excellent results, and several other schools have now requested this consultant service.

The Institute also works with the Council of Black Architectural Schools to aid them in obtaining needed funds and, where applicable, to assist them in meeting standards established by the National Architectural Accrediting Board.

Architectural Education: The AIA is actively seeking to bring the design professions closer together. Working with the leaders of the major engineering societies, the AIA is establishing teams of professionals whose job will be to encourage schools to adopt an interdisciplinary educational process.

The Institute is also working with the schools, the Accreditation Board, the Na-

tional Council of Registration Boards and the students to establish a working set of performance criteria for the environmental design professionals of the future.

Continuing Education: The AIA has just employed Dr. Stuart Rose, formerly a professor of architecture at North Carolina State University, to head its continuing education program. He will work with the committees and staff on an Institute-wide basis to develop continuing education programs for use by component organizations and universities. Two videotape packets have been produced recently. One concerns construction management, the other job programming. A correspondence course on specifications is in the works. The AIA will distribute these programs to component organizations and universities, the entities best equipped to present them.

The three-day Conference on New Community Development on November 3-6, sponsored by the AIA, can be considered also part of the program of continuing education.

Research: Last year, Don Conway, AIA, joined the Institute as its director of research. The AIA's role is not to undertake research but to unearth existing data and to stimulate needed research. The AIA thus serves as a research information distributor and as a catalyst for the generation of funds. A Research Advisory Panel of three architects, a psychologist and a sociologist has been meeting with Conway to assist him in the formulation of policy recommendations to the Board of Directors. A prototype computer-based information retrieval system is in the works. Architectural firms, universities and government agencies are being surveyed to ascertain their research activities, needs and the data they have produced.

Scholarships: The regular scholarship program, which provides assistance to architectural students in the last two years of undergraduate work and beyond, will give assistance to 73 students in the academic year 1971-72. The need is always greater than the available funds, but considerable assistance is provided nonetheless.

The scholarship program for disadvantaged students, funded by the AIA and the Ford Foundation, is directed toward students who would not otherwise enter architectural school. It provides assistance for the full five or six years required for a degree. Last year, the first in operation, 23 students were selected; 30 students have been chosen for the second year.

Students, Young Professionals and Faculty Liaison: The students have been an asset to the AIA. Their membership on committees has provided stimulus and valuable input. They have brought to the AIA the interests and aspirations of tomorrow's professionals. It has been a productive relationship for the

AIA and for the students as well. This year, too, the young professionals have participated extensively on committee work to the AIA's advantage. We must fill the void that exists in involving the faculty, however.

Develop the Tools

Here the concentration is on providing the architectural firm, particularly the small one, with the tools it needs to aid it in improving and expanding its practice.

Three New Books: The AIA will publish three books to help the architectural firm in its practice. The first, *Professional Construction Management and Project Administration*, will be off the press shortly. It is written by William Foxhall and will be published by the AIA Publishing Department in a joint venture with *Architectural Record*.

The second publication, *Business Development*, is being produced by the AIA's public relations counsel, Robert Denny. The responsible task force is chaired by William G. Lyles, FAIA. We expect the book to be published by the end of the year.

The Architect in the Development Team, the third book, will be published next year. C. W. Griffin Jr. is the author, and the manuscript is in preparation.

New Forms and Documents: The Documents Board, chaired by Bernard B. Rothschild, FAIA, is a hard-working group. The production of forms and documents is a basic and essential Institute program.

This year, the Documents Board was asked to create special task forces to update existing forms and documents and to create new ones. Seven special task forces have been established; their activities are aimed primarily at assisting small office practice.

So far this year, the Documents Board has produced the first draft of a revised Contractor/Subcontractor Agreement. Working with the Urban Planning and Design Committee, it also has circulated requests to 37 offices for information on urban planning contracts. It has established a Task Force on Supplementary Conditions; a first draft will be available soon. An office procedures check list is being prepared with publication expected by the year's end. A document on practice in the field of historic preservation has recently been published.

Automated Practice Aids: A computerized, financial management and cost accounting system has been developed and installed in the office of S. Scott Ferebee Jr., FAIA, for "debugging." In addition, a special Task Force on Automated Practice Aids has been established to analyze ways in which the Institute can provide such aids to architectural firms. The objective is for the AIA, over a period of time, to produce a substantial program in this area, adding to the automated aids available, such as MASTER-SPEC.

Study of Insurance: The Insurance Committee is examining all AIA-commended insurance programs and is looking into the possibility of developing programs with portable benefits for employees as they move from job to job.

Liability insurance, of course, is of paramount importance. George M. White, FAIA, serves as a one-man task force to look into the question of liability insurance and to see how the program can be improved. Continental Casualty Company also has produced a loose-leaf book which will contain information for its policy holders on many aspects of the liability insurance program.

Employer/Employee Relations: The recent establishment of the Organization of Architectural Employees in northern California and its petitioning of the National Labor Relations Board to hold elections in five architectural firms forced the AIA to examine in depth the position of its employees. Fortunately, last year the Institute established a northern California-based national Task Force on Employer/Employee Relations.

The board, at its spring meeting in Los Angeles, clearly stated that the AIA should not become just an employer organization. The board asked the task force to recommend ways in which the AIA could be structured to make it more attractive to the architectural employee and to recommend standards for personnel practices. The 1971 Personnel Practices Task Force will draw upon these recommendations.

Architectural Compensation: A special task force was established in April to examine regional levels of architectural compensation and to make recommendations to the board on compensation schedules. A preliminary report is expected by the year's end.

Design Review Boards: For two years, the Design Committee has been riding herd on this matter. The legal research has been completed, and a manuscript, including a model ordinance, is in preparation. The AIA expects to publish this work in 1972.

Develop the Climate

National Policy Task Force: This important task force is charged with recommending national policies on urban growth, housing, rebuilding central cities and the use of human and natural resources (see Institute Page in this issue).

Expanded Lobbying: This public affairs staff has been expanded, increasing the AIA's capacity to prepare testimony for Congressional committees on its positions on public policy.

Federal Agency Liaison: The Institute's federal agency liaison capacity has been expanded with particular emphasis on those agencies involved in construction.

Of particular importance is the Commission on Federal Procurement which will recommend procurement procedures across the board. The AIA was fortunate in persuading Leo A. Daly Jr., AIA, and Robert J. Piper, AIA, to serve as members of the study group dealing with the procurement of architectural and engineering services.

State Government Relations: Interest in government relations does not stop at the national level. Members and component or-

ganizations urged the AIA to assist state components in the state government relations field. To coordinate this area Lawrence Stinchcomb joined the AIA staff on March 3. He has been working closely with his advisory committee, headed by Leslie N. Boney, FAIA, and has done an incredible amount of work.

Although the AIA initially will concentrate on such obvious items as statutes of limitations and registration laws, it also will work closely with the state organizations to encourage the adoption of legislation having an impact on environmental protection, urban growth, city rebuilding and other major issues.

Codes and Regulations Centers: The AIA has established a Codes and Regulations Center, and James Dowling has joined the staff to head this operation. Its objective is to involve the architect in the review of building codes and to involve him as a participant in the writing of code provisions. The Cali-



Slayton chats with Daniel Boone, FAIA, new NCARB president, and the latter's wife.

fornia Council AIA has provided the Institute with an excellent prototype for this function. Jasper S. Hawkins, AIA, heads the Codes and Regulations Center Advisory Council.

New Roles in Housing: The Housing Committee has been active. The work of the subcommittee on the evaluation of Operation Breakthrough, headed by Robertson Ward Jr., FAIA, is an excellent example of its work (see AIA JOURNAL, March, p. 17).

The housing turnkey program is being evaluated by a subcommittee chaired by Parker A. Narrows, AIA. It has been meeting with Department of Housing and Urban Development administrative officials, homebuilders and others to see how the operation of this program can be improved.

Additional subcommittees are examining the architectural fee structure in the Federal Housing Administration and looking at ways in which the role of the architect in the housing industry can be increased.

Creative Economics: The charge to this task force is to determine what role, if any, the AIA should play in this field. Creative economics refers to those economic incentives that will produce better design, create better built structures, develop a housing market for those who need decent housing and rebuild deteriorated areas.

Mass Media Seminar: In March, we held a press seminar at Arden House in Harriman, New York. It was co-sponsored by the Columbia University Graduate School of Journalism, whose dean is Elie Abel. Among the

speakers we supplied were Professor John Repts of Cornell University; James Rouse, developer of Columbia, Maryland; and Robert McCabe, then general manager of the New York State Urban Development Corporation and now head of Detroit Renaissance.

Columbia University provided the audience of 30 top media representatives. We discussed a wide range of urban growth and land use policy questions. The proceedings will be distributed to news media across the country.

Advertising Program: The AIA's previous advertising program, which was aimed at making the public aware of its shoddy man-made environment, was completed last year. The 1971 program began by letting the public know of the architect's interest in improving environmental awareness among school children. The AIA drew upon the excellent work of the Philadelphia Chapter AIA and the Group for Environmental Education who produced a book, financed in part by the Institute, to aid school children in understanding their man-made environment. A TV spot on this subject has been produced and is being distributed.

Develop the Client

Testimonial Advertising: The advertising program under "Develop the Client" is aimed at informing the potential client of the value of using the full range of architectural services. The first ad shows Raymond Nasser of Dallas speaking of the value he received from architectural firms who designed his award-winning North Park Shopping Center (see April, p. 8).

Community Development/Design Centers: The client in the CDC differs from the usual one. He is the poor, living in the neglected areas of central cities without access to professional services. The purpose of the CDCs is to provide architectural services to this client so that he, speaking through the professional, has the opportunity to shape his own environment. At times, this means that the professional will serve a client and advocate plans contrary to those put forth by the city planning commission. This is not, however, a new role for the architect who often does the same thing for the usual client.

Vernon Williams, director of the CDC Program, has published the first issue of *CDC News*. The AIA also has produced a slide show on CDCs and is seeking federal funds for a CDC film as well as for program operations.

National Association of Home Builders Presentation: Under the aegis of the Housing Committee, the AIA made a presentation at the convention of the NAHB on the value of architectural services in the housing field.

Human Resources Council: This body was created last year to bring together representatives of component organizations concerned with programs generated by the work of the Task Force on Professional Responsibility to Society. Co-chaired by Robert J. Nash, AIA, and Nathaniel A. Owings, FAIA, the council provides local representatives with information about these programs and assists local chapters in raising money for these activities. Its national fund-raising program has produced \$100,000 from each of four

architectural firms over a four-year period: Smith, Hinchman & Grylls Associates; Skidmore, Owings & Merrill; Leo A. Daly Company; and Welton Becket & Associates.

Develop the Institute

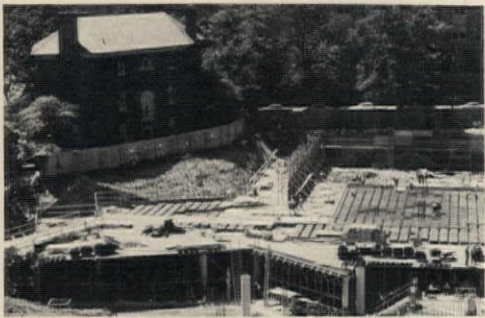
Grassroots Meetings: One of the AIA's most successful activities, these meetings have provided the national staff with an opportunity to hear what the presidents and executives of component organizations feel the Institute should be doing and to learn about criticisms of our activities. They also gave us a chance to discuss in depth the program laid out in the Planning Committee report for 1971. As a result, new programs were instituted and procedures were revised.

Aid to Component Organizations: This year a small fund was established to aid the Association of Component Executives. Used primarily to help finance attendance by the executives at the fall meeting at the Octagon, it also provides for information exchange. The long-range objective is to encourage component organizations to expand and make better use of their paid staffs.

AIA Structure Task Force: Headed by George White, the task force has been a major activity, meeting many times. Its final recommendations have been submitted in the form of bylaw changes (see Aug., p. 10).

International Relations: Past President Rex Whitaker Allen, FAIA, was asked to examine the Institute's role in this field. He submitted a preliminary report to the Executive Committee at its May meeting. A presentation will be made at the International Union of Architects convention in Bulgaria in 1972.

Architect of the Capitol: We might also say that the appointment of George White as Architect of the Capitol was an AIA program. This is the first time in more than 100 years that the position has been held by an architect. We are fortunate in having a man of his ability in this office.



Headquarters Building: Ground for the new structure was broken officially in February.

In this report on the status of the 1971 programs adopted by the board at the end of last year, I have not covered the work of all the committees and staff. There is much hard work that does not surface as a publication or a report or a set of slides. Such effort, nevertheless, is important for the work of the architectural profession and for the stature of the Institute.

It has been not only a professional but also a personal pleasure to work with President Hastings, who has spent at least 80 percent of his time on Institute affairs. We are proud of his leadership and look with confidence to next year's as well. □

VIGOROUS DEBATE ON SOCIAL ISSUES

The proposed bylaw changes and resolutions are discussed here in the same order as they appeared in the documents issued prior to the convention for ease of reference. In the case of the resolutions, the aim is to convey the intent; therefore, the wording may vary from the original motions.

PROPOSED BYLAW CHANGES

I Recommendations to clarify and reorder the bylaws:

A. Annual dues for newly elected members. *Passed.*

B. Transfers of corporate memberships. *Passed.*

C. Organization for establishing regional councils. *Passed.*

D. Associates, student associates and professional affiliates of chapters. *Withdrawn.*

E. Order of succession of vice presidents. *Passed.*

F. Authority of the board with respect to real property. *Passed.*

G. Committees and commissions. *Passed.*

James T. Potter of the Wisconsin Chapter raised a point: "I am curious why there is no standing committee on public relations when it is such an important part of our finances—no permanent committee listed as such."

J. Winfield Rankin, Hon. AIA, the Institute's assistant secretary (who was cited for participating in his 25th AIA convention), explained, "There wasn't any such committee in the previous bylaws. The latter are written very broadly and give the board, the Executive Committee, the president, etc., the authority to make such appointments as they think proper. It has been this way for many, many years, and in that particular respect there is no change. If you put something in the bylaws and want to change it later, de-emphasize the matter, then it has to come to a convention."

President Hastings added this note: "It certainly is a very important position of the Institute to have a continuing public relations program, and it is within your power to add to this if it seems necessary. The board has taken the position that public relations has become a continuing and standing committee, and it is cranked into our structure at the present."

H. Amendments to the Board of Directors. *Passed with this amendment:* "The proposed amendments shall be published by the Institute and sent to each member not less than 60 days before action by the board."

I. Change in age for retirement. *Passed.*

J. Delegation of authority to secretary to process membership actions. *Passed.*

K. Quorum at annual meeting. *Passed with an official change:* "A quorum for an annual convention or other meeting of the Institute

shall consist of not less than 100 member delegates."

L. Decisions of the board—recording of votes. *Withdrawn.*

The suggested action which would have amended Chapter VIII, Article 5, Section 5 (a) by deleting the words "and whenever a roll call vote is taken" evoked considerable discussion.

Arch R. Winter, FAIA, director of the Gulf States Region, called the wording "contradictory. The roll call vote by its very nature is a recording of the votes of the members of the board. Therefore, I urge this recording of votes be defeated so that when a roll call vote is called for, there is a report of the way in which each member voted, which is in accord with Robert's Rules of Order."

Preston M. Geren Jr. of the Fort Worth Chapter added, "If this great society is to grow and be effective, I agree that its management must be accountable to the membership. The express purpose of a roll call vote is to record the action of each member."

This was followed by the suggestion that "and" be changed to "or." Winter replied that "A change of conjunction is not necessary; just defeat the bylaws amendment."

M. Increase in number of honorary memberships. *Passed.*

II Establishment of associate membership at national level. *Passed with these amendments to become effective January 1, 1972:*

"b. Qualifications for admission—1. Employment in a professional capacity by a licensed or registered architect, or professionally engaged in roles in government, education, research or journalism related to architecture. 2. Not licensed or registered to practice architecture or not licensed or registered for more than three years. d. Termination—Termination of membership shall be the same as for corporate members. In addition, associate membership shall be terminated within three years after such member becomes eligible for corporate membership unless the secretary upon recommendation of the local executive committee extends the time for good and sufficient reason. e. Privileges—5. Use the identification 'AIA associate member,' subject to applicable state laws."

This bylaw change created more debate than any other single piece of business, occupying more than 40 pages of the official transcript. The majority of the discussion was related to the amended phrases, with some speakers raising issues about the term "associate" and about "qualifications for membership," while others talked of the "opportunity to broaden the base of membership." H. Samuel Krusé, FAIA, of the Florida South Chapter, for example, maintained that "the inclusion of those professionals who are in research, in government and education is a very important part of our profession."

Samuel E. Lunden, FAIA, of the Southern California Chapter, who said he was not speaking for or against the proposal, posed the question: "What about the great number of men who perhaps are limited—the men who are architects but have not had the privilege of coming in under this change?"

First Vice President Max O. Urbahn,

FAIA, replied, "I agree that there is some injustice in other possible classifications. We intend to study this in the coming year and return to the Houston convention with other classifications. Last year we presented to you a package of a number of classifications, and in toto it was defeated. We felt that this was the most important one: the associate membership, this big resource that has been lost. That is why we concentrated on this particular category."

III Final Report and Proposal—Task Force on Structure. *Defeated.*

G. L. Green of the Minneapolis Chapter took the floor to say, "Inasmuch as I think this body has been presented with the facts—I know myself that I participated in discussions on this particular matter, and I am not speaking for or against this resolution; I think again, it was an outline and you will not be able to write such a document on the floor—I would like to move the question and ask for a roll call vote. The motion have been moved and seconded, discussion on the matter was closed. The results: for, 1,102.98; against, 546.52; not cast, 51.5; needed to carry, 1,134.

Later in the convention, a motion to consider Article III as written, with the provision that no amendments be accepted, was introduced.

In speaking against the bylaw change, Max Flatow, FAIA, director of the Western Mountain Region, said, "There are some virtues in having a relatively small Board of Directors: Each member does have some chance at meetings to speak to issues. There is little, if any, lobbying at these meetings, and in most cases the desires of each region can be expressed." He also questioned the cost by stating, "It is wishful thinking, I believe, to hope that a board twice the size will not cost twice as much."

Robert L. Durham, FAIA, of the Seattle Chapter, referring to the weighted vote of each director, added, "I think perhaps there should be a national council representing the states more adequately as an extension of the Grassroots idea, and we can do this without expanding the board two or three times. . . . I very strongly feel that we ought not be so impatient as to just steamroll the thing through and be sorry later that we have to devote time to a long debate on the subject in Houston next year."

George M. White, FAIA, chairman of the Task Force on Structure (who resigned his AIA vice presidency upon becoming Architect of the Capitol), then offered a general statement. "I think, first of all, I ought to say that this proposal does not come about as a result of any casual view or frivolous attempt to play with the structure, nor any light consideration on the part of the task force.

"Starting back in July 1970 and meeting again in October and November and at the Grassroots meetings, we have asked for and received response from the elected representatives of the membership. This is not the task force's proposal at this point. The proposal the task force originally started with was substantially different from the final result. It contained a great many items which are no longer in the proposal."

Asking the question, "What is a good structure?" White continued, "I think if you will bear with me we will bring in two basic concerns. First, there ought to be equitable representation of the membership at the policy-making level. . . . There have been population shifts; there have been changes. We now have a substantially disproportionate effect.

"Second, a good structure ought to enhance or enable the executive function of the Institute to operate more efficiently, more clearly, at a higher level.

"There is a concern that the large board is going to be a detriment. We were concerned with that, too, and let me say quickly that this is a result: We went through the sketches, we went through the design development stage, we talked to the client through the representatives, we went through the working drawings—and this is now the end product.

"With the board big enough, we feel it will concern itself with what it should be doing, namely, with policy making, with how the practice should be carried on and things of that nature, and let the details be carried on by the Executive Committee, which it is supposed to do and which the bylaws presently give it the prerogative to do. We have not changed that at all."

As for costs, White explained, "We are not doubling the cost when you double the board. We're not doubling the meetings—three instead of four. . . . It is going to cost a little more. With a \$4 million budget, we ought to be able to spend \$20,000 or \$23,000 or \$25,000 for more adequate and equitable representation at the policy-making level of the board."

With that, the convention agreed to cut off debate and take a roll call vote. This time the proposal lost by only a dozen votes.

At the close of the convention, Boone said, "The Texas Society of Architects has instructed me to ask this group to commend George White and the other members of his task force for their dedication to the difficult chore assigned to them and for the proposal which they have produced." He then moved that "the Task Force on the Structure of the Institute be continued; that it be authorized to engage outside professional consultants if advisable and report its recommendations to the 1972 convention in Houston where, hopefully, action will be taken by the membership."

After the motion to place the resolution on the floor had passed, John L. Wright, FAIA, director of the Northwest Region, said his group would like to suggest that "if possible we should include a preliminary report to be presented to Grassroots next year so that we get as much input again as possible." The amended resolution passed.

IV Right of student president to have vote on AIA Board. *Passed.*

L. R. Lundgren of the St. Paul Chapter offered an amendment to strike the portion reading, "provided, however, that he shall not sit with the board during its executive sessions nor when it considers matters of unprofessional conduct."

In speaking against the amendment, White explained, "It seems to me that the student member who is looking for the vote is doing

so as a means of involving himself in the Institute, and that the judiciary action in itself is an activity not open to the public and therefore ought not be open to those who are not a peer of the one being judged."

After further discussion pro and con, President Hastings called upon Joseph T. Siff, ASA/AIA president, who also requested that the amendment be defeated by saying, "I agree with Mr. White that the students should not be judging on matters of unprofessional conduct nor be on the board when it is in executive session."

RESOLUTIONS COMMITTEE REPORT

The delegates passed all of the following resolutions unless otherwise noted.

Resolution 1: Establishes a Whitney M. Young Jr. Award which will recognize outstanding performance of an architect or group of architects who make a significant contribution to the social fabric of an American community.

Resolution 2: Favors the enactment in all jurisdictions of legislation which will provide a reasonable limitation period on liability for professional services performed by architects.

Resolution 3: Supports efforts to fund or obtain funding to establish means by which all children in primary and secondary schools receive an education in visual awareness; specifically, to solicit, through the local chapters, the assistance of the ASC/AIA in the pursuit of the program and to assist the necessary public bodies in the overall implementation.

Resolution 4: Pledges strong and continuing support for achievement of the goals of the Community Design/Development Centers, all programs of the Task Force on Professional Responsibility to Society and the newly established Human Resources Council.

Resolution 5: Commits the Institute to the promotion and support of programs which encourage the control of population growth and the ultimate stabilization of the world's population. *Defeated.*

This appeared to be the most heatedly debated resolution, with strong statements being made on either side of the issue.

Fred Thulin Jr. of the Chicago Chapter began, "I believe this resolution presents a religious test for Institute membership; it proposes ideas that are contrary to the beliefs of Catholics, Fundamental Protestants, Hindus that are followers of Ghandi and other groups, and I think it is a bad policy to propose a religious test for membership. Second, it is also a type of political test; and third, this does not have anything to do with architecture and social commitment, and I think the resolution should be tabled on this ground or should be voted down."

Samuel E. Lunden, FAIA, of the Southern California Chapter offered a substitute motion in that he did not agree with the resolution's introductory paragraph which read: "Generally recognized increasing rate of deterioration of our environment, both within the United States and throughout the world,

has its roots in the growth of population." He changed the statement to read: "Generally recognizing increasing rate of deterioration within the US has its roots in the affluence of our society and resultant inflation of our national resources." He then offered this substitute motion: "That the AIA is committed to the promotion and support of programs which encourage conservation of our national resources, reduction of waste and pollution."

In speaking against the substitute motion, Alex Cochran, FAIA, of the Baltimore Chapter replied, "Our statement of conviction about the control of population growth makes no mention of methods of control which might properly be objected to by certain members for religious or other reasons. To defeat this resolution will put the Institute deliberately and publicly in the position of closing our eyes to one of the greatest problems, if not the greatest, facing our world today."

First Vice President Urbahn pointed out that a similar motion was passed at the Boston convention. After the substitute motion was defeated, William P. Wenzler, FAIA, of the Wisconsin Chapter suggested that the word "voluntary" be inserted ahead of the word "control." The amendment carried.

Prester Stevens Jr. of the North Georgia Chapter commented, "When the architect designs a bedroom, he is well within his profes-



Delegate Stevens makes a telling point.

sional expertise, and you all know what is coming next. When he is acting in any other capacity, he's on his own, in my opinion."

Max Flatow, FAIA, director of the Western Mountain Region, said that "the resolution as submitted here is somewhat of a disgrace to the architectural profession. We as architects should be able to solve the environmental problems, whether they be great or small. We have not done it. So we take the easy way out and say let's have population control."

Also speaking against the resolution, Marcellus Wright Jr., FAIA, of the Virginia Chapter declared, "I think that this body in past years—and again I see it coming up not only in this action but in others—is going far afield from our degree of competency and knowledge, and I don't mind that because I'm in sympathy with this type of resolution proposed by other bodies. We have our own representatives in Congress; we may join Zero Population or any other group of that kind which is banded together for that purpose . . . but when we get off into areas like this, no matter how serious, and let our emotions guide us, we destroy our effectiveness.

In general, architects have no more expertise in this area than any other group. I hope we will resoundingly defeat this resolution and all others not related to architecture."

Sam T. Hurst, FAIA, of the Southern California Chapter disagreed by saying, "I do think this is very much a matter of concern to architects, and it is dismaying to me that some of us still live under the myth that there is a separation between what architecture is about and the larger life. It seems to me that if we have any confidence in our rhetoric about the larger environment, then this is one place to show it. I come from a city in which population growth is very directly a matter of life and death . . . and if you don't know about smog and about land use and all the other kinds of abuse of our resources with which we are very directly involved, I invite you to come and see."

The delegates requested a roll call vote following a standing vote that appeared to be extremely close. The final result: for, 757.20; against, 786.43; votes not cast, 157.37; votes needed to carry, 851.

Resolution 6: Calls for an ordering of national priorities that:

- urges that the reduction of our military commitments and involvements abroad be the absolute minimum consistent with our nation's security and expansion of our national programs for the amelioration of life in all its aspects
- recommends that President Nixon order at once the release of funds now appropriated by Congress for housing and the rebuilding of the urban environment and call upon Congress to vastly increase its commitment to the maintenance of decent conditions
- requests all levels of government to improve the administration of all programs
- urges that the renewal of cities be accompanied by a reasonable commitment to solutions of social ills and economic deficiencies
- appeals to the Administration to utilize its powerful communications capability to infuse the rebuilding of urban America with the same energies and fervor that are now devoted to other pursuits.

A substitute motion to Item 1 of the resolution was introduced by Frederick G. Frost Jr., FAIA, of the New York Chapter which urged "the President to promptly initiate a unilateral and total cease-fire in Indochina and to see that the 1972-73 Federal Defense Budget reflects the savings that will be realized by the cessation of that military activity."

Daniel Boone, FAIA, director of the Texas Region, replied, "At the risk of being called a 'hawk,' I will point out that this is totally unrealistic and impossible from a military standpoint. . . . How can guys engaged in battle lay down their arms? We cannot pass anything as unrealistic and impossible as this and retain any credibility."

David F. M. Todd, FAIA, of the New York Chapter explained, "I think we all recognize the difficulty that architects or any other profession are in if they get into waters that are beyond their competence unless they know where they are going and what they are doing. But I think we have reached a situation now in a crisis in this country where, if groups such as ours do not speak out on extremely critical situations, the question of

divisiveness and horrible separation among ourselves is at stake. I do not think that this has anything to do with honors due the men in the field and the way in which they must be returned safely."

A. Bailey Ryan, FAIA, of the Central Kentucky Chapter, in stating that he agreed with Todd, added, "But I have seen this war fought on this convention floor for three years with the same resolution . . . and every year we have the same debate. We end up defeating it because the AIA consists of architects; we're not militarists and we're not about to show the President of the United States how to run the government on some other level unrelated to architecture."

Bernard Zimmerman of the Southern California Chapter referred to Item 1 as "really the hard choice. We either find a way to get out now or we're going to find that we're not going to go anywhere, and I think it is high time that this Institute go on record for total cease-fire—'total' is the word here, and that's the hard choice."

In expressing "the feeling of the majority of the students here," ASC/AIA President Siff said, "Their feelings are really addressed to Mr. Ryan's comments. Their feelings say that we are not architects first; we are citizens first, and therefore it is wholly appropriate to debate this issue on the floor of this convention. And it is our feeling that it should pass this year."

After several other speakers talked in favor of the substitute motion to Item 1, a roll call vote was taken, with these results: for, 598.58; against 736.61; not cast, 365.81; needed to carry, 851.

Item 5 in the original resolution urging "the rebuilding of areas ravaged by war, most specifically the Indochina area, to the realization of a reasonable quality of life, next was challenged. Herbert Schneider of the Central Arizona Chapter called the item "completely out of the area of what we as architects should be talking about. As you will notice in the preamble, it says that we do not have the unlimited wealth or wisdom, and we cannot sensibly hope to instruct other nations in the task and paths they should follow, and goes on to say we have problems at home. I would invite you people to realize that we've been talking all this week about problems we have here in the United States in rebuilding our own country. And I believe, and my chapter feels very strongly, that we should not be instructing other nations how to rebuild their countries when we cannot do our job at home."

Wenzler said, "I am convinced that architecture is an expression of life which takes on a meaning when it expresses the ultimate integrity of life. The very problem of life and society is that we are trying to separate our particular expertise from the particular concerns of life. I hope that the speakers who have expressed themselves more eloquently have made their points that architecture must consider all of life. On the other hand, whether we can afford to rebuild Indochina is a matter of dollars. . . . The point is that a portion go back into rebuilding."

The substitute motion to remove Item 5 from Resolution 6 carried.

Resolution 6-A: Urges, if necessary, to meet

the government's commitment of 6 million low income housing units, the creation of a special trust funding similar to that of the Federal Highway Program.

Resolution 6-B: Calls upon President Nixon to release funds to permit resumption of planning and technical development of federal projects and to utilize more fully the resources of the construction industry as a whole.

Resolution 7: Recommends that the proposed changes for professional examination and registration being prepared by the National Council of Architectural Registration Boards be presented to the AIA membership through the 1972 Grassroots program, with representation from architectural schools and state licensing boards for review, prior to final adoption.

Resolution 8: Suggests the study of the distribution and needs of architectural schools.

Resolution 9: Urges the AIA to disassociate itself and its components entirely from the Fallout Shelter Program. *Referred to the board.*

Resolution 10: Recognizes continuing support of the constructive efforts of the student organization so that its vitality can continue to inspire the profession and challenge it to greater responsiveness.

Resolution 11: Asks the Institute to establish a contemporary, accurate system of storing and retrieving records of time required for professional services and other pertinent data on projects of record for use in preparing estimates and negotiating compensation.

Resolution 12: Urges that the AIA become a catalyst for generating funds for and sponsoring research related to the physical environment, the design related to the physical environment, the design process and design solutions.

Resolution 13: Recommends a public-spirited and bipartisan effort on the part of the Administration and Congress to create a new land use policy that will encourage public bodies to acquire urban land for private development with the designated use tied to long-range community growth plans.

Resolution 14: Supports a federal revenue-sharing plan that requires the state and local governments to develop institutions capable of implementing the national housing and environmental objectives; also the creation of state chartered corporations and of vigorous state programs of land use planning.

Resolution 15: Requests the recording of minority viewpoints on which at least 20 percent of the Board of Directors or one member of the Executive Committee, as applicable, requests such a report.

Resolution 16: Recognizes the architect's professional and ethical responsibility to design and build with techniques, materials and systems that will in his judgment have the least damaging effort on the environment; and help redesign programs that may circumvent or ignore the solving of problems of pollution and environmental impact.

Resolution 17: Supports the national housing goals, the annual subsidy required for those unable to afford housing and the rigorous enforcement and implementation of efforts to create free choice of housing for all.

Resolution 18: Encourages the development

and employment of methods that will result in improving the planning, the rebuilding and the building of our cities, our towns and our metropolitan areas.

Resolution 18-A: Recognizes that under more and more conditions the public interest must prevail over the interests of private property and that the development of land is a privilege, not a right.

Resolution 19: Supports efforts of the Congress to enact legislation limiting expenditures of political candidates and the amounts of individual and institutional contributions.

E. James Gambaro, FAIA, of the Brooklyn Chapter called the resolution "purely political. . . . This is something we could do or not individually, not as AIA members."

Nelson Smith, FAIA, of the Birmingham Chapter replied, "I am generally opposed to the idea of mixing in fields in which we are not experts, and this may be one of them. With all due respect to my friend from New York, I do think, though, that we are involved in this condition, and we are to become very deeply involved. The public is already conscious of the fact that work of an engineering and architectural nature is controlled, and they are not going to be patient very much longer. . . . If this situation is not restrained, we will have bidding required on public work; I think it is inevitable."

Resolution 20: Requests that the Standards of Ethical Practice be amended by adding to Standard 8 the following: "An architect as an individual may make political contributions of money or service provided he maintains a full statement of the value, nature, purpose and receiver of such contributions and discloses such information to his local chapter and upon request to the Judicial Board of the AIA." *Withdrawn by the sponsor and referred to the board.*

Todd of the New York Chapter explained, "We recognize a very, very serious problem here in this matter of disclosure, and we recognize that this may cut both ways and therefore, reconsidering it before we can con-



Roll call votes provide a moment to stretch.

scientiously support it totally, we felt it better to withdraw it and refer it to the board in hopes that a task force or assignment would be made within the board."

Gambaro took issue with this, saying that "Paragraph 2 assumes that all those who contribute do so for personal gain. I cannot subscribe to this. Referring to Paragraph 3, as practitioners in a highly complex profession, we are presumed to be experienced in the ways of the world. If we must be shielded from these pressures, then we are lacking something within ourselves."

Todd, however, commenting on Gam-

baro's statement, explained, "By no means was there any intent to imply that political contributions either in small amounts or large, are anything but a proper acting out of the right of any individual to support a candidate. No circumstance of this investigation that we are asking touches on that very important issue."

Resolution 21: Recommends that the proposed ethical standards include the principle that AIA members should not accept commissions which tend to support or strengthen public or private policies of racial discrimination and that the board develop guidelines which will lead to effective enforcement of this principle. *Not voted upon because it did not receive convention approval to be placed on the floor.*

Resolution 22: Pledges wholehearted support and cooperation in devising and implementing means of reversing the uncontrolled increase of development and construction costs, pursuing this objective with all agencies of the building industry and the financial community and related federal agencies.

Resolution 23: Charges the AIA Resolutions Committee with the responsibility to exercise a more critical review (from the standpoint of their pertinence to professional matters as contrasted to those of individual conscience) of resolutions to be recommended to the delegates for action and that a complete definitive statement by the sponsor showing the need and justification accompany each. *Referred to the board.*

Resolution 24: Urges those agencies responsible to do all possible to at least retain every rail right-of-way currently in existence for present and future use; and asks Congress to promote research and development of methods of pollution-free rapid rail transit over these rights-of-way.

Resolution 25: Suggests that AIA members join Common Cause and work to assist its projects when the resources of the Institute can be of particular value. *Defeated.*

The consensus of the delegates who spoke on this measure was that the AIA should not be put into a position of endorsing what is "basically a political organization," despite its objectives or what good it might produce.

Resolution 26: Endorses the "Whitney Young Marshall Plan" to rebuild our inner cities.

Resolution 27: Supports a vigorous program of public relations and institutional advertising to bring the goals of the AIA to the attention of the American public.

Resolution 28: Expresses appreciation to honored guests, speakers and hosts.

Presented from the floor by Milton L. Grigg, FAIA, director of the Middle Atlantic Region: requests that the President of the Institute consult with the French architects regarding the demolition of Les Halles, "a grand iron structure, designed by Victor Baltard and built in the 19th century."

Resolutions not presented to convention but referred to the board. One calls for non-discrimination in construction contracts, submitted by the Boston Society of Architects. The other refers to standard appendices for the AIA Professional Fee Plus Costs Form B-331, submitted by Kenneth W. Brooks, FAIA, of the Spokane Chapter. □

THE BUILDING TEAM: The first National Conference and Exposition for the Building Team, a "convention within the AIA convention" sponsored by the Institute and the Producers' Council, Inc., was arranged in order to bring together representatives from all segments of the construction industry. Architects, engineers, contractors, developers, owners, manufacturers and others in the building field listened to and discussed such topics as building team management; federal construction; critical factors affecting the building team's performance; small firms gearing for growth through systems-oriented management techniques; and case histories of projects completed utilizing the building team concept. Four pieces of special interest are excerpted here.

GIVING THE OWNER HIS DUE

by ROGER BLOUGH

The time has come to reorganize our thinking about how we can provide the owner, or the construction user, with the product he needs and should have. Give him artistic triumphs of usefulness—but at a reasonable cost, without undue delays, with minimum work interruption and with a measure of satisfaction in the services provided and the results accomplished.

The end result clearly involves an inter-related team of functions from start to finish, from the architectural and design engineering firms to the manufacturer, the material supplier, the contractor, the financier and a host of others. It includes labor unions especially. This demands a new look at the coordination of functions, a willingness to find a more unified approach and to make policy determinations in which not only the members of the building team participate but in which the owner or construction user is involved from start to finish.

Many construction users are becoming increasingly unhappy with the total performance of your industry. Teams have been inadequately managed. They have been playing an unsatisfactory but very big league ball game in the eyes of the paying public. The reasons for this impatience are multiple.

Current authorizers of plants, office buildings or what have you have changing needs. They are more sensitive to environmental considerations—to the garden, if you will. But they also want flexibility in the interior, knowing that the department that exists today will be larger or gone tomorrow. A systems approach fits into their way of thinking and of doing things. They want weight saving which converts itself into cost saving. They are demanding on exterior materials. Fireproofing is a must; wind load must be handled; lighting systems, modern airconditioning, electrical control systems and modular internal layouts are all part of what is expected. The owner is as interested in the handsomeness of the design of the budget control for the new structure as he is in the beauty of the building itself. He wants to know the alternatives and the results of the thoughtful study of the merits and demerits of those alternatives. He wants quality of design and construction, and he is greatly interested in return on investment, in factual cost estimates and in completion time.

One of the main concerns of the construction user lies with that important member of

the team called the building trades unions. Many believe that the unions have become increasingly unsatisfactory in performance. They charge higher and higher prices for hours of work; their strike record for jurisdictional or other reasons is indefensible.

Until the time comes when the construction labor problems find some accommodation and solution, hard work and fine skills on the part of the designer will rest in a quagmire, bogged down by restricted management and unfortunate workman performance on the job. Good project management and thoughtful planning will avail little unless the final product is done properly and on time.

Do you believe that owners are unduly concerned who think that production in construction, with some notable exceptions, is by and large about the worst they have ever experienced or paid for? Under prevailing union conditions the results are far from enviable. Some contractors are resigned to existing conditions, but happily they are a small minority. For the most part, they are a capable lot and anxious to improve the deplorable performance.

Why should conditions be as they are? By conditions I mean: 1) the great disparity between the bargaining strength of unions and those of contractors; 2) the loss of management on the job site; 3) the decline in productivity; 4) the jurisdictional disputes that shut down work and extend it unjustifiably; 5) the shortage and inflexibility of manpower supply—paradoxically, and primarily because of union policies, such shortages exist amid higher than normal unemployment; 6) the unprecedented rise in wage costs so that in the second half of 1970 the rate was about 22 percent for new contracts; 7) the difficulty of minorities to learn and earn their way in the craft unions despite laws, government pressure and manpower shortages.

Construction users are not merely asking what is wrong, they are also asking why. They are asking some fundamental questions: Is the productivity decrease incurable? If thought incurable, how can the open shop contractors achieve so much better results? Is the organization of the construction industry at fault? Must inflation continue to be worse in the construction industry than elsewhere? (Government data indicates that average manufacturing wages rose in 1970 at the much too high first-year rate of over 9 percent, while construction wages went up 18 percent.) How long must we continue to feel the unwelcome influence which these out of line construction wages have on other wage segments in industrial America?

Most of the construction users are aware that in our complex economy there are a number of reasons for general inflation. But

the demand side of inflation was checked during late 1969; however, the wage-push kind of inflation continued in industry generally and in construction at an accelerating rate until very recently. Nowhere was that inflation as illogical and unjustified as in construction.

This year, thanks in part to a reduced demand and firmer resolution on the part of contractors but primarily to the Davis-Bacon Act and the establishment of the Stabilization Committee by the President's executive order, the situation has begun to improve. The committee has rejected one proposal said to call for an increase of 35 percent in the first year and 12 percent in the second. It has also approved a number of new contracts calling for increases from 12 to zero percent.

But this part of the wage-push inflation is far from contained. With almost 3½ million construction workers in 10,000 locals and with each local having its own economic and political fish to fry, one can see the problem. The results of these local negotiations, with some exceptions, have been disastrous to stability and to the industry itself.

There is a real shortage of trained manpower and apprentices in the building trades unions. It is a contrived shortage, however, that can only be cured with union cooperation. What is known as the hiring hall is a key union control device. It has the capacity to supply fewer or more men for a given job. To be blunt, the hiring hall provides a convenient half nelson on any contractor at any given time. Where the hiring hall has been impartially managed, it may have served usefully in some instances, but in light of its performance during the past few years and the way it frustrates both contractors and government, a better way can be found. That way, I think, can be found through private resources or through a specially created division for construction in the United States Employment Service.

The construction user is thinking hard these days and questioning some of the fundamentals. He is asking architects, engineers, suppliers and contractors to get into the act and to become knowledgeable in a systems sense with all of the interdependent elements of team play. I doubt that any construction user expects members of The American Institute of Architects to sit down at a bargaining table to try to show our contractor friends how to achieve better results. What is expected is a knowledge of the problem and the will to help solve it. For example, you can design fewer man-hours into the project; use manufacture-produced materials when they will do the job; bring building systems up to date through the cooperation with other members of the architect, design engineer, project manager, contractor team; reorder

the tangled web of building codes; not let vested interest in outmoded ways of doing things thwart technological improvements; back up the owner's resolve to get better results, even if it hurts in terms of time used.

Many owners are trying to solve the construction riddle. Many are associated with the Construction Users Anti-Inflation Roundtable, an informal group which is trying to combat excessive and inflationary construction costs and the permeating effect of those costs on other negotiations. One of the first tasks of the roundtable was to acquaint the upper echelon of executives with the deteriorating situation in construction. A second task was to assist in the organization of local user groups in major centers of construction activity. These groups help strengthen local contractor organizations and assist in the preparation for negotiations. There are about 45 local user groups presently which vary widely in size but in the aggregate compose many hundreds of companies.

Many users are beginning to realize that attempts to reduce completion time by going to scheduled overtime accomplishes little or nothing in completion days and may be self-defeating in the ultimate time results. This is not to mention the much higher total cost.

A roundtable study reveals that if a job is placed on overtime there is a steady decline in productivity. At the end of seven to nine weeks, the output is not greater than on a 40-hour week. Productivity continues to decline after this period. In theory a job requiring 24 weeks at 40 hours per week could be completed in 16 weeks by working 60 hours per week. Actually, the study shows that 26 instead of 24 were needed for completion because of reduced productivity. Because of overtime and more hours, the cost in the example shown went from \$6,720 per man at 40 hours to \$14,560 per man at 60 hours. This is an increase of 116 percent, a figure which will vary depending on a number of factors such as the length of scheduled overtime, wage rates, weekend work, etc. But the increased cost is enough to make one think twice before authorizing overtime—and for what in completion time?

I suggest that you go even further in helping the construction user on overtime. Volunteer to consult with an owner who seems uncertain regarding scheduled overtime.

This is a right time and a ripe time for a new unity concept in construction. It will help you bring into being a fine new project conceived by you and built to your design.

But remember your owner's needs. Keep an eagle eye on that end result, that quality, that cost saving, that requirement of a facility, that completion time achieved with diligence but not undue haste. Give your user factual cost estimates, bright new products and new systems. But make them all serve that all-important return on investment concept as well. Whether you are an architect, engineer, project manager or contractor, whatever your functions on the construction team, you can find ways to help. The task will be accomplished only by understanding and cooperation of a high order. □

Mr. Blough is chairman of the Construction Users Anti-Inflation Roundtable.

LABOR AND THE BUILDING TEAM

by LAURENCE H. SILBERMAN

Teams are made up of people and if we want to develop teamwork, we have to get used to this idea. Construction workers are people who are serious about their work and proud of their skills. What they take home in pay is an indication of how society regards them; they want dignity and respect, as we all do.

They would like to be consulted about things that affect them. They might want to say something about a project early in the planning process. If we are serious about a team approach, why not get the crafts in early in the game and consult with them? You will not endanger any management prerogatives by treating labor issues early and candidly. If you wrap up the whole package and dump it on labor at the last minute, there is trouble ahead. You have treated your team as factors, not people, and they will be tempted to show their own real power. Anything new brought to the site must have labor's acquiescence, if not full approval.

Let me give you a single example of a task ahead for the building team. The average construction worker loses a lot of work time between jobs and during winter. A good full-time worker will get about 1,500 hours, or less than 40 weeks a year. Seasonality is a hard and complex issue, and we have to learn how to use all our construction resources all the time.

Look at the penalty for not doing so. When dealing with construction unions, it isn't long before one is impressed with a kind of seasonal cyclical mentality. It is a profoundly rooted attitude that the construction team must deal with. If issues of job security are not handled, we will forever have to compensate for layoffs and be disappointed in the quantity and quality of the craftsmen.

It is a team problem in the fullest sense. The contractor says that he can't afford to keep the job open—too risky. Or the subcontractor says that the general contractor has made no provision for heat and that he won't pay for it. It's all news to the architect. No one told him about drawing up winter specs. And what does the owner know? Has anyone approached him on early delivery and the merits of allowing for some additional expenses in order to take possession early? Buck passing and more buck passing.

The fellow I have to deal with is sitting home, maybe on the last few weeks of his unemployment compensation, maybe working at part-time jobs. He thinks to himself, "I'm not taking anything next summer that doesn't get me 60 hours every week; and when the contract is up, that bunch we elected better get me a dollar more an hour, or out they go." And that, fellow team members, is a pretty fair account. It is a problem that you can solve if you want to and one that will give you long-term benefits. Prices and wages are not just dreamed up; they are historical forces and from powerful needs and pressures.

Wages are not high just from seasonality, just as higher wages are not the only reason why construction costs are rising. We have created a Construction Industry Stabilization Committee to review recent wage settlements. The whole philosophy is that a tripartite arrangement can be developed to review settlements and to decide whether increases of a certain size are justifiable. The Administration believes that collective bargaining is part of the marketplace and that there are forces for stability within the private sector. It believes that collective bargaining is a democratic institution. It believes in a system of contract construction based on competitive bidding among qualified builders. It believes that what the government gets into, it ought to get out of when the time comes.

To preserve these beliefs, we had to try to review wage increases on a case-by-case basis. CISC looks for settlements which set new goals—leading rates; that is, wage rates which outstrip productivity and cost of living increases and which create a new goal for other crafts in that area. We believe that there is a traditional wage hierarchy among the trades and that crafts are entitled to bargain to maintain parity or equity.

We are often asked why we permitted larger increases for some construction crafts in some localities. It would have been easier to administer an executive order that required a rigid common guideline for every settlement. But administrative ease is not synonymous with efficient labor markets. Equity adjustments are permitted in order to restore trade differentials with other crafts in the same locality and with the same crafts in neighboring localities. If equity adjustments were not permitted, serious morale and productivity problems would result, to say nothing of the likelihood of strikes against the government.

Suppose electricians and plumbers in the same town have received the same rate for the past 40 years, which is not unusual considering that unions and collective bargaining are nearly a century old. If the electricians



First place PPG Industries Inc.

received a 15 percent increase last year, can we expect plumbers to be limited to 6 percent when they negotiate this year? There is a strong interdependence of wage rates which will manifest itself in other ways if the wage rate connection is broken.

We are trying to turn a race into an orderly procession. We want everyone to end up in the same order, and we want an overall slower pace. Thus, in the middle of the procession, some units are speeded up and some are slowed down. Whether you felt the procession was a forced march or a funeral

depends on whether you were a bystander or a marcher. Many want to know why we didn't stop the whole procession. That would have ended the voluntary aspect and postponed the whole process. It would have raised the likelihood of wage and price controls for the whole economy. It would have at least created a bureaucracy that may have developed a life of its own.

We want this industry to bargain its wages privately. If we get into wage setting any more than we are now, it is not going to take much to decide that we might as well have rigid price controls, which we don't want because they don't work.

Is our approach working? Preliminary returns look promising, but it is too early to tell definitely. The Stabilization Committee had approved 37 collective bargaining agreements by June 14. The economic adjustment increases averaged about 7 percent on an annual basis—a far cry from the more than 16 percent average increases in construction wage settlements over the preceding six months.

Another index of stability has taken a turn for the better this year. There were 58 construction industry strikes, affecting 29,000 workers last week. At the same time last year, the figures were 165 strikes and 98,000 workers idled.

To go on to a broader subject, there is a healthy kind of rationalization going on in America. We are looking over a lot of systems and tossing a lot of things out. We are changing our values, looking at family, religion, country, duty and even our economy a lot differently. Change is now developing a qualitative side.

In government, we are trying to do several things in different ways. The Administration believes that the vaunted reordering of priorities that we hear so much about should be taking place at the local level. There is in Washington, however, a benign bureaucracy with loyal Congressional friends who want the controls to remain where they are. But we are hopeful, and we want to return government to the people at the local level.

At the same time, we are trying to reshape the federal apparatus on functional lines. Good management requires that managers have the resources they need. Proposals to merge agencies have come and gone, but the time has come to decide why we can't put the education and training activities of the Departments of Labor, Agriculture, Interior and of the Veterans Administration and the Office of Economic Opportunity and so on into a single command. As it stands, the President finds it easier to communicate and cooperate with governors and mayors than to work with his own agencies.

I hope that you can interpret governmental reorganization within your own scope of interest. I should think that you are weary of dealing with procurement styles vastly different from one department to the next. We want government construction to become a system, not the nonsystem it now is.

On the other hand, we want to do something about a phenomenon that is too local,

Mr. Silberman is Under Secretary, US Department of Labor.

too decentralized. We want to find the means of making construction industry collective bargaining more responsive to national needs by the consolidation of units on a regional basis. There is too much waste and overlap in our contract terms and jurisdiction. We can reduce the inequities of collective bargaining. Many agreements are not bargained at all because one or the other party overwhelms its opposite. Wage settlements leapfrog other ones, and we end up where we are today with an unstable mess which endangers our economic stability.

We also want to create conditions of increased labor mobility. Too many workers cannot move easily from the jurisdictions established decades ago without endangering their union status or pension rights. Proposals are being investigated to bring together logical bargaining units by craft and by region which will accomplish labor peace, improve the quality of bargaining and remove restraints on proper manpower utilization.

We treat the changing manpower needs of this industry with particular caution because there is always the peril of overreacting to short-term phenomena. Two forces are at work. One reading tells me that construction workers of the future should be more versatile because they will work with new materials and processes. Another tells me that we are overtraining construction workers. We need some of both, and, in truth, that is how construction operates today.

The condition of enjoying journeyman status is highly variable; the wage rates are the same but the work experience is not. The apprenticeship programs turn out highly skilled craftsmen, at reasonable prices; it is a good training ground for construction managers and more than a few engineers. I submit to you that the mix of skill and flexibility today ought not to be a serious obstacle to what you want to do now or 10 years from now. I am not worried about how the American worker reacts to new technology. We should worry about making construction work a secure and safe occupation in order to attract young people. There is no real way to solve jurisdictional and manning obstacles if the construction work force lacks optimism or is uncertain about the objectives of the management.

A million new men on a net basis can be used by 1975 in the crafts. Such a number is meaningless unless we can find out how to specify goals by craft and by number for each of the hundreds of little labor markets. We cannot do that yet. We want to improve the links between the construction industry and formal education, particularly in vocational education. Odd, isn't it, that there are so few connections between the hard hat and the mortar board? Yet the traditional technology of building is so uniform, so rational and useful that it is perfect for the classroom and valuable even for students headed for other vocations.

There are many other problems—the changing work ethic, the problems of the blue collar worker, the so-called "crisis in craftsmanship," etc. But I hope that I have given you some insights into what still must be done to forge a really effective building team. □

FEDERAL CONSTRUCTION: IT'S A NEW BALL GAME

by ARTHUR F. SAMPSON

Construction is going to become the model industry for America. There will be corporations that will carry out projects from conception to occupancy. In our lifetime, we will see the construction industry become the best managed, most innovative in the country. We are already the largest industry and if we don't make it the best, others will. Take a look with me ahead to a time when construction becomes that model industry. Stretch your mind—bring your imagination into play and follow me through what I see ahead.

The year: 1999.

The setting: President's office of the ABC Corporation.

The corporation: Stockholders; board of directors; chairman of the board; president for research and development; vice presidents for manufacturing, finance, marketing, design; president's special architectural assistant.

Its facilities: Four factories manufacturing building components; six warehouses for off-shelf building components; these 10 facilities located throughout the United States in relation to a radically changed transportation system with aircraft specifically designed to air-lift building components and the same for rails; a computer center housing fifth-generation digital components and analog hardware; a headquarters building.

Its charter: Construction of structures from conception to occupancy.

Its accomplishments to date, taking 1970 as a base year: Reduced on-site labor for housing by 95 percent; reduced on-site labor for educational facilities by 90 percent; reduced on-site labor for highrise office and apartment buildings by 85 percent; in all categories—for manufactured components, i.e., off-site labor—60 percent of the components are standard and warehoused for off-shelf delivery; of the 40 percent that are special the major portion is in some stage of completion in the factory; less than 10 percent are especially manufactured.

The players: Board chairman and president.

The subject: Selection of new president.

The dialogue: *Chm.:* I need your advice on selection of a new president.

Pres.: I have been giving it some thought.

Chm.: We have had an interesting history. I remember our first president—John—remember him? As I recall, he was an English or psychology major from Occidental University. Didn't know a darn thing about architecture or construction, but he was quite an entrepreneur. I remember him well. Back in '75, we had a building team assembled for a \$200 million project. We were bidding on the job and the owner wanted a more disciplined organization to handle the project. He felt a "team" was unwieldy. That's when young John came along and incorporated us overnight and started the ABC Corporation. Some of the original team didn't join the corporation; they felt they would lose their professional status. Some came in later; some

are still clinging to the cornerstone/craft shops of yesteryear.

Pres.: Let's see. He left us in 1980—went on to other adventurous endeavors.

Chm.: Yes. He was followed by a man with a manufacturing and production background.

Pres.: He made a significant contribution. He understood machinery, production, quality control and transportation.

Chm.: Of course, your predecessor was a sales genius. You came along right when your financial background was sorely needed. But I notice that less and less attention is given to the esthetics of our buildings.

Pres.: Agreed. But we have to be sure he understands such things as return on investment, profit and loss statements, production scheduling and so on.

Chm.: There's no doubt about it; our shareholders will revolt otherwise. **The end.**

Did you notice anything significant about the playlet? Buildings were being constructed without A/E firms, general contractors, sub-contractors or consultants! That's a startling picture, but it's completely possible. We are on our way in that direction right now. Corporations are designing houses for their refrigerators and new towns for their houses. Metropolitan governments are forming, and the breakdown of jurisdictional boundaries will make regional planning and integrated urban systems a reality. Manufacturers of furnished mobile homes are taking over more of the housing market every year.

We have to recognize these and other recent developments for what they are: an advance toward a more centralized and disciplined construction industry. New corporations will assemble the design and construction talent, the money and the organization needed to bring projects from start to finish.

The aggregation of roles and resources in the construction industry is inevitable. The building team of cooperating professionals is just the first step in that direction. Sooner or later someone is going to see that the building team is crippled by its temporary, project-by-project functioning and its dependence on rigidly defined professional roles. Someone is bound to come up with the idea of hiring the expert help they need and forming a corporation with the capability needed to handle challenging new projects.

Do you see a parallel in the history of this country? In Europe? Do you see a trend today? The parallel in this country is called the industrial revolution. France, Germany, Russia and Italy are there. Doubters should see a film made by Coigneaut of France where five men assembled an apartment house on site where 200 men were needed.

There is a trend in America today. Follow what we are doing at the General Services Administration. We have 1) issued the study *Construction Contracting Procedures* which contains many of the innovations we are talking about now; 2) issued a massive study with the National Bureau of Standards on performance specifications; 3) assigned money and key manpower to a nationwide project to "sell" systems building and building systems to manufacturers, labor, owners,

etc., under the auspices of the Federal Construction Council, a branch of the National Academy of Sciences; 4) completed a model "construction manager" contract; 5) signed a document which will establish "project managers" in the Public Buildings Service, a dramatic milestone, where traditional lines of authority within PBS are completely changed; 6) appointed a project manager, with all the delegated authority required, for a \$50 million project.

What are we doing at GSA? We will be on the street soon with a proposal for a construction manager for the project mentioned above; we will appoint and select other construction managers and project managers; we are about to assemble 2.5 million square feet of space that will go "systems."

Let me talk about this potential systems job. First and foremost, we will be working with the Department of Health, Education and Welfare which is as enthusiastic and aggressive as we are about utilizing avant garde construction techniques, having recruited able and visionary men to manage their facilities.

Second, this project has a very short time-frame and a tight budget. It will approximate \$190 million. We will require a sophisticated building team and if the ABC Corporation existed, I assure you that we would use it.

I am not an architect nor engineer, nor have I been a general contractor or subcontractor. My background is financial. I am an owner of some significance. As commissioner of PBS, I manage 220 million square feet of space, with an annual budget exceeding \$1 billion, employing over 25,000 people including 900 professional architects and engineers, with 1,200 to 1,500 construction projects in process at all times ranging from \$25,000 to \$102 million per project.

As an owner, I will demand discipline from an undisciplined construction industry. Other



Second place Aluminum Company of America.

owners are going to do the same. There is my message about today and tomorrow. This country has developed a rich capability for architecture and design; we have some of the best talent in the world. But if the building team and, ultimately, the corporation as I envision it, lose sight of esthetics, then we are in trouble. None of us wants an America made up of sterile buildings.

I urge the architects and engineers of this country to use their ingenuity to assure us of esthetics in the future. This will require them to undergo an agonizing appraisal of their roles in the construction industry. The appraisal needs to be done now. □

THE NEED FOR CHANGE IN BUILDING CODES

by CECIL K. ROSE

We could start with the Bible and say that God's instructions to Noah on the building of the Ark constituted the earliest building code. But more to the point I wish to make were the hieroglyphics found at Susa, giving us the laws of Hammurabi, King of Babylon in approximately 2,000 B.C. Of the half dozen or so rules relating to building were the ones that said, "If a house falls down, it shall be replaced without charge by the builder," and, "If the owner or his servant is killed by a building's collapse, then the builder shall be summarily executed," etc.

Although extremely harsh, it was a true "performance" code. If some of the owners of our present buildings heard about these laws, I wonder if they wouldn't demand a return to the "good old days."

The observation to be made, however, is that events of the day led Babylonian authority to be concerned about structural integrity and the resultant cost in life and property damage. This has been the thrust of history: event or series of events, followed by public concern, followed by a rule to correct the problem theoretically. Illustrations are numerous. While Nero was fiddling and Rome was burning, the Roman senators set height limitations because of the almost daily collapse of their multistory apartments. The first urbanized cities in Europe during the 12th century brought on rules for sanitation and distance between buildings. The great fire of London in 1666 brought on fire safety regulations. And in the 1900s it is still the same. Pick up any trade magazine—read about a fire or a collapse—and 10 to 1, there is a reference to the need for a new rule or a change in an old one to prevent recurrence.

The pattern for the writing of building regulations is always the same: an event, usually a disaster, followed by public concern followed by the promulgation of a binding rule. We may be locking the barn door after the horse has been stolen, but that's our system. The words in building codes, then, are expressions of man's reactions to his life experiences with structural integrity.

In later eras of time, we begin to work into our rules the control of materials. As man's horizons widened and expanded, man-made materials pushed onto the scene, and we added to our rules that set of information documents known as "standards"—product standards and their performance standards. Like the early regulations on structural integrity, they were, in most cases, a summary of man's experience with the materials, particularly the craftsmen's experience. There was little theory, just job wisdom.

Five thousand years of time has not given us a document that was carefully planned and painstakingly fit like a fine garment that is neatly trimmed and adjusted to the exact needs of the user. Instead, 5,000 years have given us, to use today's expression, a conglomerate. It has given us an amalgamation

Mr. Sampson is Commissioner, Public Buildings Service, General Services Administration.

of rules piled upon rules, not necessarily with any correlation of compatibility; rules that are plastered together with that sticky goo known as a consensus of expert opinion; rules threaded with product and performance standards, many of which are obsolete and with no scientific background; rules punched full of holes by the demands of labor to further its own interests; rules warped by the pressure of manufacturers to fit marketing needs for their products; rules sculptured by the untrained hand of legislative officials to fit political needs; rules that work in today's society only because of man's undeniable and uncanny ability to overcome roadblocks to progress.

What are we going to do with this grab bag? There are two strong, identifiable movements, one in the technical field and the other in the political.

Building codes have generated unfavorable and negative publicity and justifiably so. But in the last decade this tirade has been cut to less than one-half its volume. Why? Because we are getting a better quality in building officials and public pressure and publicity have brought a change.

Architects and engineers are no longer willing to be pushed aside by red tape and obsolete requirements. Industry and the retail merchant are no longer willing to pay the cost of outdated methods and requirements. The taxpayer is no longer willing to foot an astronomical bill for unnecessary costs. The word "performance" is the banner under which we all march. While we may debate what that means, it definitely means better code writing. Codes covering the major areas of building have been changed to fit today's needs. Of course, you can still quote name and place that prohibits nonmetallic sheathed cable or plastic pipe or wood trusses, but there has been remarkable progress.

The second step in the technical field has been the marshaling of those forces known as the model building code groups. There are four: Building Officials Conference of America, International Conference of Building Officials, Southern Building Code Congress and the National Building Code organization. For years they have been contesting with each other to make their own particular version of proper rules the prevailing national influence. But that has undergone a transformation. I was present when this idea of cooperation—to be accomplished in the form of a joint one- and two-family residence code—was agreed upon. That document was published just recently, after a long eight years. Nothing to brag about, but it makes a beginning. The groups have gone on to form a Standardization Council; further progress is inevitable.

In the field of scientific research there is some hope. I mentioned the number of unresearched and inaccurate standards. A study was made by one of our governmental agencies which came to the conclusion that it would take \$5 million per year for the next 10 years to make a dent in the subject. That's an incredible indictment of the deficiency in our building codes, but the mere fact that the problem has been recognized gives hope for the future.

It is in the field of politics that the most

challenging and hopeful moves against the status quo are being made. For 5,000 years, building regulations have been the province of the city. Now the picture is changing radically.

Do you know that there are 10 states (by name they are Connecticut, Indiana, Maryland, Minnesota, Montana, New York, North Carolina, Ohio, Oregon and Wisconsin) with state building codes in some form? Do you know that there are 14 states that have adopted industrialized building laws which override local jurisdiction and the sacred cow known as "home rule?" Do you know that there are 25 other states that either by executive order or by legislative committee are looking into their state codes?

No comment is necessary to point out the difference from 10 years ago or to suggest which way the wind is blowing. Every study of the building regulation picture over the past five years—the LeQue Committee, the Douglas Urban Commission, the Advisory



A welcome addition to the building exhibits.

Commission on Intergovernmental Relations—published reports that stated the same conclusion: that the disease of "localitis"—the disease of small city control—was a plague upon the industry and must be overcome! And further, that the state level was the obvious place to do it. These reports, plus the publicity of Operation Breakthrough, plus the rise of factory or industrialized building all combined to make a political climate where the state could and has moved into the building regulatory field. Yes, the superseding and overruling of local power is definitely going on. And that changed the picture for architect and manufacturer alike.

Let me look quickly into the future. I suggest that building codes are not going to be exempt from feeling a "Nader pressure." Take the example of sound to show it has already come to pass. In most cases it is difficult to equate building codes' traditional limitations on safety and sanitation into requirements for acoustical treatment. But regulations on this factor are already creeping into the codes. Like it or not, we are going to see more such requirements.

Then there is that business about codes being "minimums." Whatever the minimum really is, whatever it has been is not enough. We are definitely upgrading. Not only are we invading new fields, we are also pushing up standards in old ones. A man's home may be

Mr. Rose is chairman of the Ohio Board of Building Standards.

his castle and his office his kingdom, but we are continually restricting his freedom of choice in the interests of a closer knit society. No longer can the traditional code requirements of minimums for safety and sanitation be valid. It is more and more *safety, sanitation and welfare*.

I see the possibilities of a revolutionary approach to the regulatory system. This cloak of rule that has been twisted and stretched to cover every situation to date may be at a point where it simply cannot be made to cover our new situations. The rise of the systems approach, the stretching of components into subsystems of function, all give rise to a need for flexibility that is not inherent in our old tried and true regulatory scheme. Architects and manufacturers are going to insist that these new approaches be recognized and made marketable.

The proliferation of new products and materials may simply overwhelm our acceptance vehicle. There must be found a freedom to experiment and develop. If our aim is the satisfaction of the needs of humanity, then our performance standards must be made open-ended to achieve these goals. What I suggest is not impossible. In my own state, Ohio, the legislature has provided a program by which any product or assembly of products can be approved for use through the state, whether it meets the written building code or not. If it is safe and sanitary, we do not have to follow the rule book.

Who is going to lead in bringing these desirable changes to a state of reality? As a guide and clue, I examined the sources of amendments to the Ohio Building Code over the last 12 months as an indication of who is interested in change. The sources were: building and code officials: 60 percent; manufacturers, their sales representatives and trade associations: 25 percent; public and miscellaneous: 10 percent; and architects and engineers in private practice: 5 percent.

It is clear that those using the codes as an everyday occupation (officials) and those with an economic stake (manufacturers and trade associations) are the predominating influence. Are these the right people to do the job? Will we really get a new vision from these sources? I leave that to the architectural profession's determination. □

CONVENTION BRIEFS

- **Total registration** of 3,267 included 1,105 corporate members and 73 associates. The Building Team Conference, which ran concurrently the first two days of the AIA convention, drew 351 attendees.

- **An honorary membership** not previously announced (see AIA JOURNAL, April, p. 10) went to Helen Hammond Cady, who recently retired after 14 years as the executive secretary of the Pasadena Chapter AIA. Since retiring, Mrs. Cady has become secretary of the Pasadena Chapter of the United Nations Association and is also a board member of the Pasadena Women's Architectural League.

- **The Institute's 25-Year Award** was presented to Crow Island School, located in Win-



Some of Crow Island's design concepts seem new and revolutionary even today.

netka, Illinois, a radical departure in planning when it was commissioned in 1940 to be "a warm, personal and intimate school." Carleton Washburne, superintendent of schools, and staff members helped to select the then young architectural firm of Perkins, Wheeler & Will (now the Perkins & Will Corporation) and the father-son combination of Eliel and Eero Saarinen to design a new elementary school "which permits the joy in small things of life and in democratic things."

- **The Mexican Society of Architects**, which will host next year's recessed convention following the Houston sessions, awarded Honorary Fellowships to Institute President Robert F. Hastings, FAIA, and to Samuel Inman Cooper, FAIA, of Atlanta, a former president of the Panamerican Congress of Architects and long active in its affairs.

- **The College of Fellows** re-elected these officers: J. Roy Carroll Jr., Philadelphia, chancellor; Ulysses Floyd Rible, Los Angeles, vice chancellor; Reginald Roberts, San Antonio, Texas, secretary; and William J. Bachman, Hammond, Indiana, bursar. At the Convocation Luncheon, Gordon R. Arnott, immediate past president of the Royal Architectural Institute of Canada, told his colleagues:

"Rather than fading away to Sunset City or our equivalent, Victoria, British Columbia, could not our institutes prepare a roster



King (right) shows the pin awarded to his grandfather to Chancellor of Fellows Carroll.

for older experienced architects, retired executives if you like, who would be prepared to take up challenges elsewhere, perhaps in the developing countries, and begin a second career. With suitable initiatives from our institutes and some modest financial support, I am sure a useful program could be devised. The same, of course, applies to our younger architects who want to work with people for a period in their careers. What better sponsor could they have than their professional institute and its Fellows?"

An interesting sidelight of the Investiture of Fellows at the Detroit Institute of Arts was that Leland W. King of Atherton, California, received his fellowship in the same city as did his maternal grandfather in 1889. Ernest W. Arnold, who began to practice in Detroit in 1880, later received the honorary title of "Dean of Michigan Architecture" from the University of Michigan.

- **An Octagon House exhibition** running from September 28 through October 31 will show the work of the AIA related arts medalists. Among them is architect-sculptor Anthony Smith of South Orange, New Jersey, winner of the Fine Arts Medal, whose selection was made after the others (see March, p. 10).

- **The Architectural Secretaries Association**, also meeting in Detroit, named this slate: Helen Brewer, Los Angeles, president; Ginny De Moen, Dallas, vice president; Mildred Tobias, Chicago, recording secretary; Peggy Johnson, St. Paul, corresponding secretary; and Nora Olsen, Seattle, treasurer. Past President Erma Bolick of Seattle was chosen editor of a manual for architectural secretaries, the manuscript for which is to be completed at the Houston convention. □

POST CONVENTION

A planeload of conventioners flew on to the recessed sessions in Scandinavia and London. For the 15 or so AIA members who took the trip seriously, it was an interesting but tough two weeks, according to Arch R. Winter, FAIA. He reports:

"The seminar tour of the Scandinavian capitals and Helsinki and the town planning symposium that followed in London was a good survey course in the new towns movement abroad. Its inclusiveness, ranging geographically across the north part of Europe and, in time, from the first postwar new towns to the recent new towns-in-towns, meant that much had to be crammed in a short time.

"The tour moved from Copenhagen to Helsinki. It was here we discovered that what had been arranged was a tourist trek, not an architectural inspection trip. So we promptly threw it out and substituted our own. The ad hoc tour began with an afternoon expedition to Hvitträsk, the country home/studio built by Eliel Saarinen and his early partners. It is now well kept as a museum, crowded with visitors. The Finns think highly of their architecture.

"Then Tapiola, which has been so thoroughly described elsewhere that one comment is enough: Its surroundings are so beautiful, its site so cheerfully exploited with

flowers and trees and fountains that the architecture of its buildings doesn't matter too much.

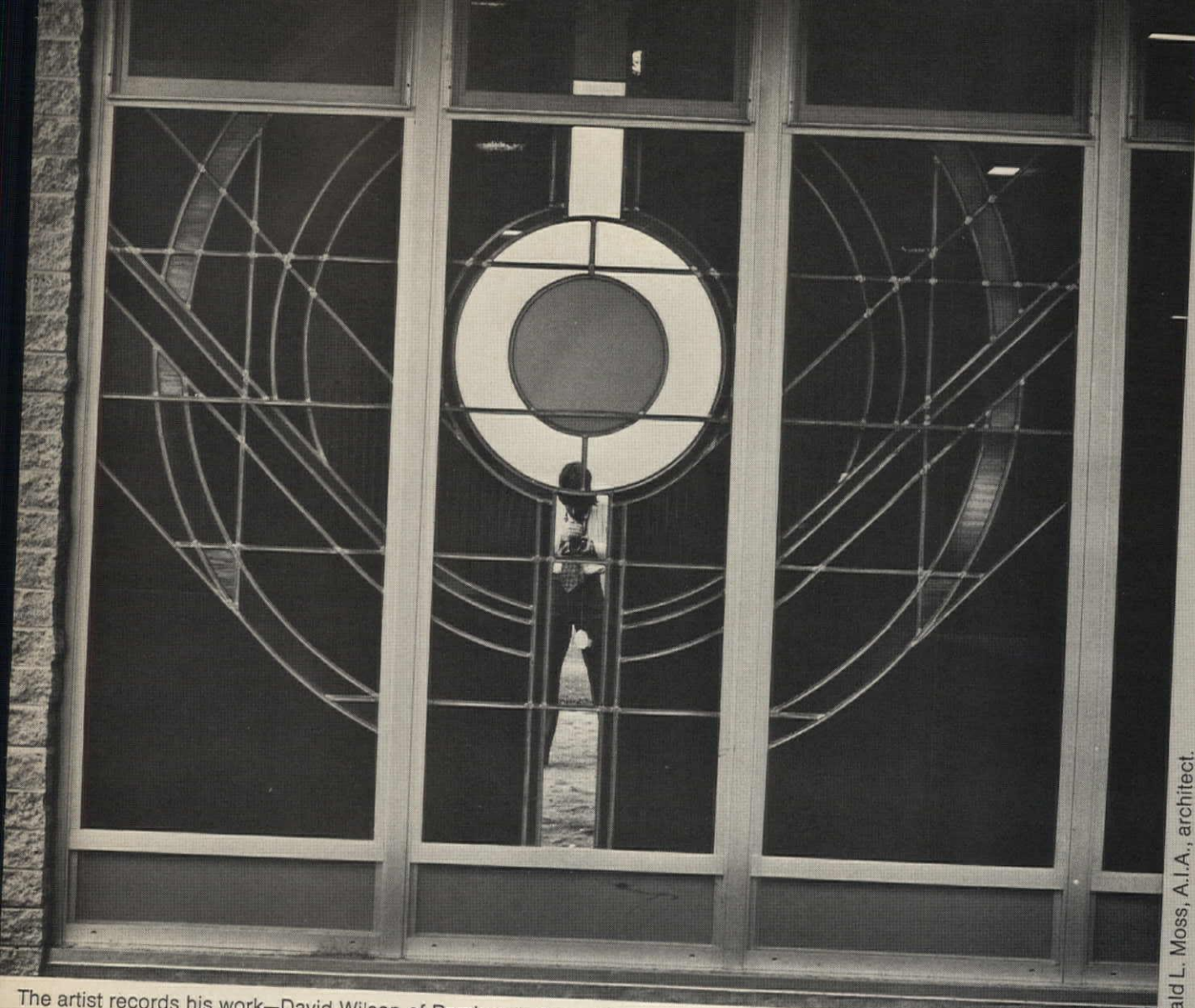
"In Stockholm, a brief call at the regional planning office led to the city planning office and then to one of the several private architectural offices where the town planning action is to be found. Farsta and Vällingby—not so much new towns as extensions of Stockholm—emphasize by their siting on fast transit lines the importance Swedish planners place on high-speed transport in determining location and form for new growth. The Stockholm 'new towns,' like Tapiola and the British new towns, focus on civic/commercial centers, the counterpart of our large American shopping centers, but much more compact and much richer in architectural texture.

"The London seminar was not for jaunters: five days of 9 to 5 classes, with two evenings of social/professional discussion. Lord Roger Cunliffe, president of the Architectural Association Center for Advanced Studies in Environment (CASE), brought out Leonard Vincent, Professor P. Johnson-Marshall and the best of the British town planners for lectures. There was Arthur Ling, for instance, architect of the Coventry reconstruction and now professor of town planning at the University of Nottingham, describing an exciting design for the new town of Runcorn.

"Varying the traditional neighborhood concept, Runcorn will have a combination of expressways on its periphery and an internal transit system built into the design. Some of the British planners were unenthusiastic about the scheme, thinking it too rigid. But it clearly represents an uncommon attempt to use, rather than reject, the automobile as a principal means of transport while, at the same time, keeping it out of the precincts where other means of movement are more feasible.

"The class's visit to two of the older new towns, Hampstead Garden Suburb and Welwyn Garden City, confirmed the impression one gains from visiting the Clarence Stein-Henry Wright developments of the '20s in this country (Radburn, Sunnyside, Baldwin Hills Village, etc.): that town design conceived with imagination wears well. What came through to us above everything was that American architects must bring to new town development here the quality of design without which its social aims will be missed. The lesson can be learned at home, but it is inescapable when the British experience is examined," Winter concludes.

For the AIA town planning tourists, the sessions in London easily stole the show. Though attendance was limited (40 American, 20 European architects and planners) the quota for the US was far from filled. In fact, says Gretchen Minnhaar, AIA, fewer than a dozen participated. "The quality of the speakers, the conciseness of their remarks, the very thorough analysis of their experience in new towns made the seminar an event that should be repeated for the benefit of many more," Miss Minnhaar comments, "I hope that in the future enough enthusiasm will be aroused in our colleagues so that they will support such commendable efforts." □



The artist records his work—David Wilson of Rambusch Associates



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Now It's ACSA, Inc.

The ACSA has long been due for an overhaul. Now that has come about. David Clarke, the association's executive secretary at Institute headquarters, reports from Motor City.

The Association of Collegiate Schools of Architecture has just climaxed a year of self-examination and reform through its low-keyed "constitutional convocation" in Detroit immediately preceding the annual AIA convention.

In order to understand the significance of ACSA's recent moves, it would help to refer to Harlan McClure's good-natured "Fifty Years of the ACSA," published in the *Journal of Architectural Education* in 1962:

"Before World War I and immediately thereafter the association was small, but very active, and from all accounts the meetings were pleasant and interesting, conducted on a clublike social level. The leaders of the schools were rarely deans in those days, and the meetings had relatively few formal rules. Business was business, but detailed attention was also given to proper dinner wines.

Warren P. (Popsy) Laird of Pennsylvania served as the first president of the association and continued in office until 1921! An early secretary has told me that in those wonderful days before stenotyping . . . the secretary simply took brief notes of the important things that were said at meetings and then wrote it all up at his leisure in such polished prose as made the minutes good reading and the speakers very pleased with themselves."

Later on and up until the late '30s, the ACSA had the job of accreditation. In 1940 this task was taken over by the newly created National Architectural Accrediting Board. Nevertheless, the two historic tones stabilized into a harmony that survived several constitutional revisions: a clublike atmosphere, consisting almost entirely of administrators, which was relatively exclusive. To join ACSA required action by a quorum of the entire assembled membership, and although a school did not have to be accredited to join, the process certainly had vestigial aspects of approval in it. Individual membership, a relatively recent innovation, has never counted over 400 heads out of a possible 2,500.

Now, since Detroit, ACSA no longer has a constitution. In fact, ACSA no longer exists. It is now the Association of Collegiate Schools of Architecture, Inc., a nonprofit 501(c)(3) corporation. As such it has cor-

porate bylaws. It can pursue its own funding independently. The following mark some of the more significant changes:

- All full-time faculty are automatically, by virtue of their institution's full membership, full individual members of ACSA. Membership is still open to those not so affiliated, but this play sensibly pulls the house together for the vast majority of potential members without the usual paperwork of applications.

- Full institutional membership is available by application to the board and by filling out a form (being designed by secretary Robert Burns Jr.) that stipulates that the institution offer curricula leading to a degree in architecture or its equivalent.

- Two other categories of membership now open up participation to any institution who wishes to join, foreign or domestic.

- Full-member institutions have the responsibility of designating a "counselor" to transmit the schools' votes. How they do it is up to them, but it does establish an accountable role for transmitting business which was fuzzy at best in the past.

- A move to strengthen the regions as natural centers of activity is reflected in a new emphasis on regional councils and an increase in their share of the budget.

The meeting, hosted by the University of Detroit's School of Architecture, also revealed the new officers. Dean Alan Y. Taniguchi, University of Texas, is the new president; Dean Robert S. Harris, University of Oregon, is the new vice president.

A new structure provides for an automatic three-stage executive progression. Next year Harris will be president, and Taniguchi will take over from Dean Charles Burchard, Virginia Polytechnic Institute and State University, the position of past president, thus giving a continuity of policy development and leadership. The position of past president as a full board member is a new one. It is from this position that Burchard, outgoing president, will be able to observe the fruits of a hard year's work in reorganizing ACSA.

John H. Spencer, Hampton Institute, is the new treasurer, taking over from Herbert W. Johe, University of Michigan. Regional directors are A. Peters Oppermann, also of Michigan, replacing Richard W. Wheeler, University of Cincinnati (East-Central) and Richard C. Peters, University of California, Berkeley, replacing Richard R. Whitaker Jr., University of Colorado (Western).

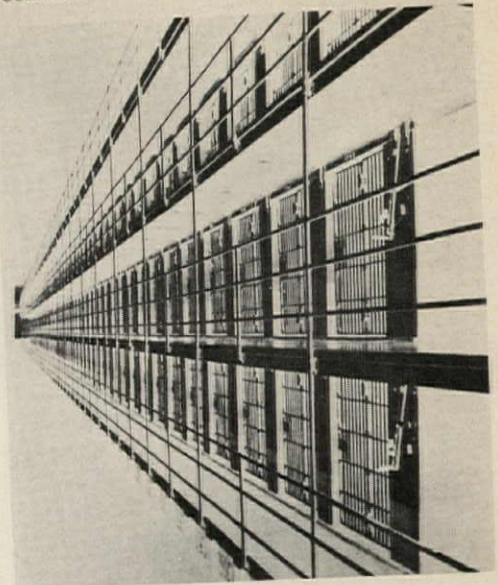
With the changes in ACSA's structure, the *Journal of Architectural Education* and the *ACSA Newsletter* will now have a press run of 3,000 each and be mailed to the member schools in bulk for distribution to all faculty. Although this will take JAE off the rare book market, it will improve the balance of pay-



Taniguchi



Richardson



ments. Recently, the publication had almost as many foreign subscribers as domestic. In the last few years it has undergone a metamorphosis of change.

Under the editorship of Professor Philip Dole at the University of Oregon, JAE has learned to stand on its own feet and has grown equally in size and in quality. Articles by authors such as Tony Ward, Raymond G. Studer and Kenneth Boulding are being studied from Wilmersdorf, Germany, to the Micronesian Occidental Center on the island of Koro. New are an abundance of illustrations, a sensitive format and a lack of fear about controversy.

Practitioners and other interested parties may subscribe to the JAE individually at \$5 per year or as affiliate members of ACSA at \$25 per year. Affiliate members will receive all ACSA publications including the *ACSA Newsletter*, the annual directory and the annual statistical chart. Write the Office of the Executive Secretary, ACSA, at Institute headquarters. □

NAAB RE-ELECTS RICHARDSON

Ambrose M. Richardson, FAIA, of Champaign, Illinois, has been re-elected president of the National Architectural Accrediting Board. He and A. Quincy Jones, FAIA, of Los Angeles represent the Institute on the 11-member board.

The other organizations and their representatives are: NCARB—Arthur F. Sidells, AIA, Warren, Ohio, re-elected secretary; and John M. Amundson, AIA, Springfield, Oregon; ACSA—Alan Y. Taniguchi, AIA, University of Texas, and George C. Winterowd, AIA, University of Minnesota; general education—Oakley J. Gordon, University of Utah; allied design professions—international planner Julian E. Kulski, AIA, Washington, D.C., and consulting engineer Richard M. Gensert, Cleveland; students—Spencer H. Hall (ASC/AIA), University of California, and Jeffery D. Ryan (ACSA), Harvard Graduate School of Design.

The newly established executive committee consists of Richardson, Sidells, Jones and Winterowd. □

Seattle's 'Urban Sculpture for Motion'

With the aid of an Open Space grant from the Department of Housing and Urban Development, Seattle plans to put a lid over an interstate freeway to provide a new downtown park. To be enjoyed by both pedestrians and travelers in fast-moving cars, it will prove that highways don't have to desecrate the city and that creative use of space can enhance man's urban life immeasurably.

It is one of the realities of life that some things are here to stay, and we might as well devote time to finding ways in which their harmful effects can be diminished rather than beating our breasts about ridding ourselves of them entirely. There *are* ways in which transportation and transit lines can be woven into the urban fabric amenably.

Granted, it is no easy problem to solve, and for years architects, designers and planners have been trying to find ways to knit the places where man works and lives with the various streets, roads, rivers, subways and highways that are necessary to permit him to move between individual neighborhoods and settlements. Testimony to the difficulty of solving the problem perhaps is that the two most successfully realized contemporary projects that come to mind are the Brooklyn Heights Promenade over the Brooklyn-Queens Expressway and the United Nations complex over Franklin D. Roosevelt Drive, both in New York City and both 20 years old.

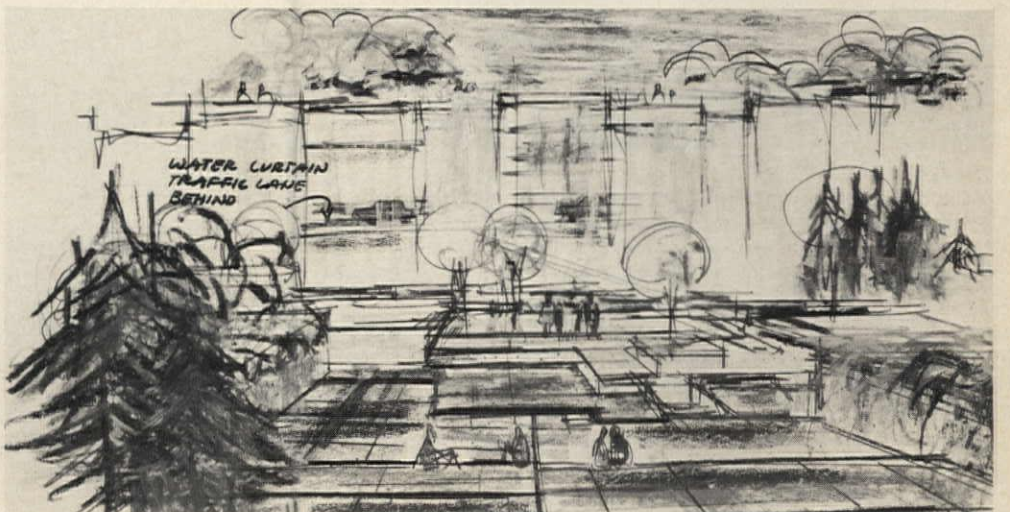
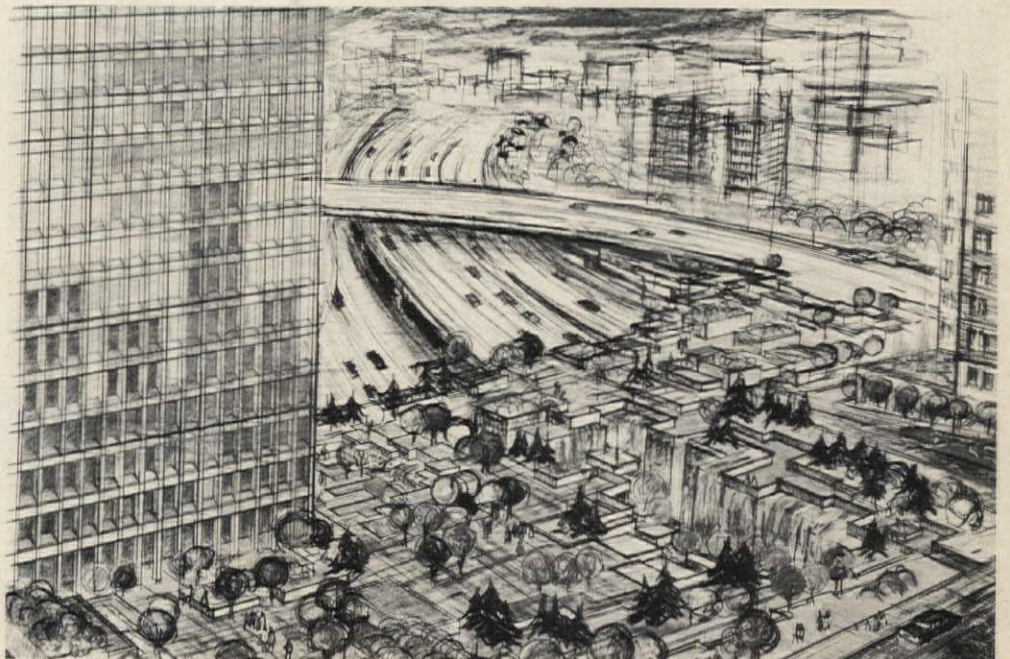
Lawrence Halprin & Associates, an environmental design and planning firm in San Francisco and New York City, has been engaged for more than a dozen years in finding the means of successfully integrating high-speed motorized transportation and transit lines into the fabric of the city and countryside in ways that will preserve the vaunted efficiency and convenience of swift car travel and rapid transit while at the same time preventing both from intruding into the living environment.

Studies on such proposals as the San Francisco Panhandle Freeway plan, the Pasadena Freeway and the system of linear parks under the lines of the Bay Area Rapid Transit System have increasingly indicated to the firm that it is both desirable and practical to integrate freeways and transit lines with the body of a city. Halprin's books *Cities* and *Freeways* (Reinhold, 1963 and 1966) reveal something of his thinking about how the re-

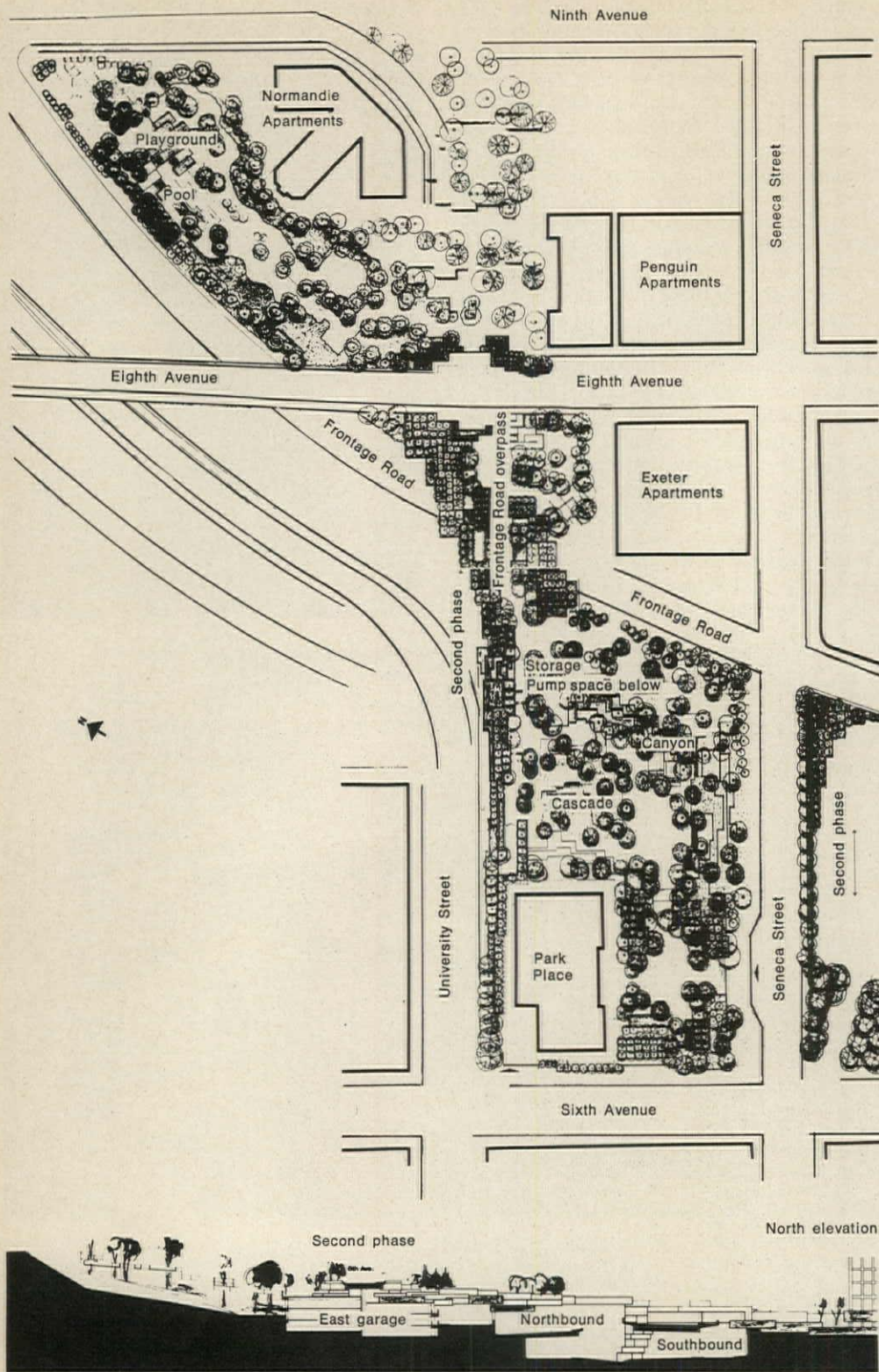
lentless juggernaut of highways can be made to ameliorate rather than desecrate an urban area.

In the latter book, he calls freeways "a form of art in the city" and says that when they have failed "it has been because their designers have ignored their form-giving potentials and their inherent qualities as works of art in the city. They have been thought of as traffic carriers but, in fact, they are a new form of urban sculpture for motion. . . . The engineering principles are extremely precise for the design of these roads, but the character and qualities of the new structures in the context of their urban settings, their sociological as well as physical impact on the communities through which they pass, their alignments and form, depend on value judgments of the most intuitive kind."

The firm has used its skill and intuition successfully, it appears, in the planning of the Seattle Freeway Park. A 4½ acre park scheduled to rise over parking garages and the major freeway in Seattle will create a new environment for people in the downtown area. It will once again connect sections of



The view of Seattle (top) shows existing conditions with the freeway bisecting the downtown. The proposed park and plaza (center) in addition to specific amenities will provide the major function of connecting two parts of the city now rent asunder. The main open plaza (bottom) shows the water curtain and gorge through which moving cars will be seen by pedestrians.



The character of Freeway Park's design, achieved through hanging gardens, terraces and overlooks, is important from both freeway and the pedestrian levels. Planners: Lawrence Halprin & Associates; consulting architects: Naramore, Bain, Brady & Johansen and Van Slyck, Callison, Nelson; associate landscape architects: Sakuma, James & Peterson; structural engineers: Gilbert, Forsberg, Diekmann & Schmidt; mechanical and electrical engineers: Beamer/Wilkinson.

the city torn asunder by the construction of the freeway and, if the designers achieve their ultimate goal, will be an energizing element in an eventual large-scale system of landscaped plazas, walkways and terraces which will interrelate areas of Seattle over the freeway and streets down to the waterfront.

Two roof decks will be tied together by a bridge spanning the freeway. From the north, the pedestrian will enter the park by a series

of steps and terraces related in scale and feeling to the adjacent freeway. Eventually, he will move on through a children's playground which will serve the nearby residences and apartments. The elderly are not forgotten, and gardens will be at their disposal.

Principal designer of the project for Lawrence Halprin & Associates, Angela Tzvetin, envisages the eventual crossing of Eighth Avenue as comprising varying levels and terraces that will include access to an existing

overpass. The Frontage Road overpass will be south of this area, and here the pedestrian will experience an environment that is at once parklike and related to the fast movement below. The stroller will be allowed to view the moving cars through openings punched in the bridge. At the same time, occupants of the cars will be given a sense of the park above as light penetrates the bridge structure.

Further south in the park, the stroller will move through a precinct of falling water which he will be able to traverse by means of "canyons," cascades and multilevel experiences, mainly from a series of elevated ramps and walkways. It is anticipated that the vertical faces behind the waterfalls which abut the freeway will be of transparent material to give a spectacular view of automobiles rushing past behind the falling water.

The entire complex of falls, canyons and cascades will move around a new commercial building where space is planned for plazas and terraces for outdoor eating and drinking. Gardens, trees and plantings will terminate the park at the southern boundary close to Seattle's central business district. A related park strip across Seneca Street to the south with a wall of "hanging" landscaped terraces and the development of the Eighth Avenue crossing are called for in the second phase of development.

Thus Freeway Park will emphasize contrasting elements: the fast movement of the cars and the calm of the strollers; noisy sounds from the freeway and streets and the peacefulness of water, wind and trees; the hard textures of freeway concrete and automobile metal and the organic quality of landscaping and the changeable mobile nature of water shapes relating it to the natural environment of the Olympic and Cascade ranges.

The people of Seattle have demonstrated a braveness about the creative uses of the necessities of modern urban life. In 1968, they passed a bond issue which provides \$65 million for parks and open space in their city. The \$1.2 million Central Freeway Park complex will be funded through these bonds and supplemental funding. The city's administration has given the project high priority and views it as a means of improving the esthetic and environmental quality of the central business district and adjacent areas.

If the Seattle Freeway Park can continue to proliferate in size and be fully realized, it will be a living green skein of terraces, parks, recreation areas and planted overhangs which will integrate areas of the city and its waterfront over the freeways and streets. Halprin's firm views this as an important statement about how a vital relationship among man, city and natural things can be accomplished.

Halprin expressed it all in *Freeways* when he stated: "The freeway in the future city, in order to fulfill its function, must allow people to travel within the city and, in the process, enrich the very qualities of urban life which bring them there. To do this the freeway must be designed in context with its environment, not as a separate element in the city but as an integral and creative part of civic building. The city stands first. But the fun and excitement and mobility that comes with the car also has its rightful place." □

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Boston Realtor Honored by Architects, Contributor to Historic Preservation

The Old Corner Book Store, one of Boston's famous landmarks, was rescued from oblivion as a result of the tenacious efforts of John Codman, for nearly 50 years one of the city's principal real estate brokers and managers. The "before and after" pictures here show what can be done to preserve landmarks and to enhance urban beauty and dignity.

In 1956, Codman's *Preservation of Historic Resources by Architectural Control* introduced the concept of historic districts to



Beacon Hill benefits from realtor Codman.

Massachusetts and led to the landmark legislation which made possible the formation of the Beacon Hill Historic District and numerous others which now exist in the state.

The Boston Society of Architects recently presented to Codman its annual Award for Historic Preservation. The citation praises him for his "rare vision, energy and historical awareness" and for his "devotion to preserving Boston's important past and especially for conceiving and urging into reality the Beacon Hill Historic District and the restoration of the Old Corner Book Store."

Brazil Leader, Designer of Skyscrapers

Henrique Mindlin, Honorary Fellow of the AIA, was a past president of the Brazilian Institute of Architects and one of his country's leading architects.

Mindlin died on July 6 at the age of 60. He introduced the use of steel skeleton structure in Rio de Janeiro skyscrapers with the 33-story Avenida Central Building. Among his many designs were two American hotel projects, the Rio Sheraton and the Rio Intercontinental.

Newslines

■ **A change to the metric system** over a 10-year period has been urgently recommended to Congress by Secretary of Commerce Maurice H. Stans in a 188-page report, "A Metric America: A Decision Whose Time Has Come." Opinions and data in the report were collected from large and small firms, labor unions, professional and technical societies and specialized groups. The report is available for \$2.25 from the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. It should be requested by title and No. NBS-SP-345.

■ **AIA's national advertising campaign** for the second successive year was chosen a winner in *Saturday Review's* annual awards for distinguished advertising in the public interest. The Institute's award, for its America the Beautiful series, was in the category of public service advertising "designed to provide voluntary, individual actions toward solving national problems and in support of worthwhile causes."

■ **Private volunteer resources** are emphasized by the National Center for Voluntary Action, a nonpolitical organization established a year ago. Its aim is to work with groups in the nationwide effort to make effective use of volunteers to improve society. Former president of the American Stock Exchange and attorney Edwin D. Etherington recently succeeded Charles B. (Bud) Wilkinson of football and TV fame as NCVA's president.

■ **Lightning** as nature's worst loss cause is discussed in a brochure entitled "The Architect's and Engineer's Case for Lightning Protection." It is available without charge from the Lightning Protection Institute, 2 N. Riverside Plaza, Chicago, Ill. 60606.

■ **The first housing module** produced under Operation Breakthrough recently rolled off the assembly line. Produced by Levitt Building Systems, Inc., it was shipped to the Kalamazoo Breakthrough site.

■ **A valuable reference tool**, *The Architectural Index*, is now available in its 1970 edition. Well worth the \$6.50 it costs, it may be ordered from Box 1168, Boulder, Col. 80302.

■ **The American Institute of Planners** is issuing a new periodical called *Planners Notebook*. It will feature case studies with emphasis on the technical aspects and implementation of the case under study. Subscription rate is \$10 a year.

■ **A four-day work week** has been adopted by the architectural/engineering firm of Ellerbe Architects. The 450 employees will work 36 hours a week, will be paid for 40 and will have a "quiet period" each day of 2½ uninterrupted hours in which to think, create and plan. The firm's five offices in St. Paul, Minneapolis and Rochester, Minn., Washington, D.C., and Newport Beach, Calif. will remain open Fridays for the time being with key personnel available to answer inquiries.

■ **A national institute of building sciences** has been proposed by Senator Jacob Javits (R-NY) to serve as a nationwide source of information on the use of building science and technology.

■ **The first prefabricated plumbing wall** to be used in New York City was celebrated at a ceremony recently on the site of the New York State Urban Development Corporation's Coney Island residential development.

■ **The Burroughs Corporation** facility located on a 53-acre site in Carlsbad, Calif., has been selected by *Factory* magazine as a Top Ten Plant of 1971. Engineering and architectural work on the printed circuit board plant was by Giffels Associates, Inc., Detroit.

■ **Planned unit development** for large tracts of land was stressed in the St. George Competition sponsored by the Vermont Chapter AIA. Recently named first prize winner was Robert Burley Associates of Waitsfield, Vt.

■ **Edward Durell Stone Jr.**, award-winning landscape architect and son of architect Edward Durell Stone, FAIA, has been named by President Nixon to a four-year term on the Commission of Fine Arts in the nation's capital.

■ **Airport construction and operation** are considered in depth in a new quarterly journal called *Airport Forum*. With text in German and English, it is available at an annual subscription rate of DM40 from Bauverlag GmbH, Wiesbaden, West Germany.

Deaths

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Dallas

CLARENCE A. DAMUTH
Rochester

DOUGLAS K. GOODSPEED
Portland, Me.

JACK F. PARTCH
Newport Beach, Calif.

JOHN M. PUSKAR
Pittsburgh

JAMES E. RATLIFF
Austin, Tex.

NOBORU SAKAI
Altadena, Calif.

HERBERT M. TATUM, FAIA
Dallas

DANIEL C. WASHINGTON
Gillette, N.J.

Members Emeriti

JOHN J. CAREY, FAIA
Mobile, Ala.

CHARLES HENRY CONRAD
St. Petersburg, Fla.

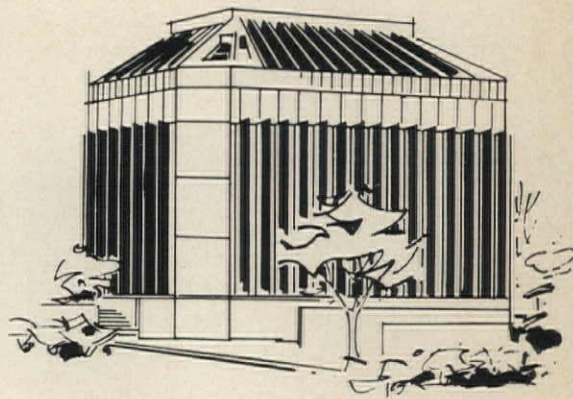
ROBERT BENJAMIN FRANTZ, FAIA
Saginaw, Me.

JOSEPH V. MARCOUX
Alexandria, Va.

EARL PURDY
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HERBERT A. RAWLINS
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Information in SWEETS and STONE Catalogs.

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Balthazar Korab*

BOOKS

AIA Building Construction Legal Citator. Compiled by Spencer, Whalen & Graham. Washington, D.C.: American Institute of Architects, 1971. Various pages. \$28, members; \$35, nonmembers.

How does one review a book without text other than the legalistic language of standard contract forms? And yet this is an important book in terms of its effort to deal with the pervasive liability problem facing the design professions.

What we have here is an updated version of the 1966 *Citations of Judicial Decisions Construing or Relating to the AIA Standard Document Forms*, as supplemented in 1968. The compilers are legal counsel of long standing to the AIA and as such have the most intimate expertise on the legal aspects of Institute documents.

The book is organized by past and present contract forms, followed by citations of court decisions construing each article of the applicable form. Thus, after setting out in full text the 1963 General Conditions (A201), the following pages show that Ar-

ticle 13 on "Access to Work" was the subject of a court decision in *Miller v. DeWitt*, an Illinois case, in 1967. The same procedure then applies to the 1967 version of A201. The 1970 edition of A201 is included, but there have not yet been any court decisions construing that document.

What this arrangement tells us, however, is what the court held in each cited case. At first blush, this would appear to be a major deficiency in the work, but there are some good reasons for not going beyond the citation of cases. Aside from the additional work and expense to have included a digest of each case holding, it would be a disservice to practitioners to include a necessarily condensed statement of the case and the legal principles involved.

One of the first lessons for the neophyte lawyer is not to rely upon headnotes in determining applicability of a reported case to a particular fact situation. The lawyer user of this book would find such headnotes useful in leading him to the review of full decisions in cases which might be applicable to the problem at hand. But the unwary practitioner might also rely upon the headnotes as definitive of the legal question facing him

at the moment—from which financial disaster might develop. So, if you are curious about what the Illinois court said about "Access to Work," go thee hence to the law library and read the full case. Or better yet, consult your attorney and have him tell you what it says, what it means and how it applies to the question at hand.

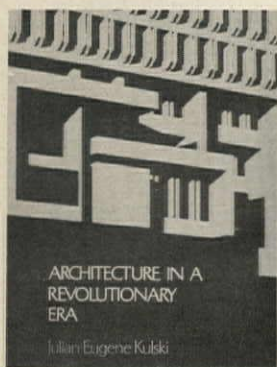
The *Citator* is well indexed and includes cross references between the various editions of each document. So, if the question at hand is how the courts have construed Article 5 of the 1967 Owner-Contractor Agreement, the researcher can quickly ascertain that the same material in the 1963 edition was in Article 3 and he can also check those cases.

A point to be made by A/E and engineering firms which use the standard National Society of Professional Engineers' contract documents—remarkably close to the AIA documents in concept and wording—is that the *Citator* can be valuable by use of NSPE Standard Form 1910-11 which is a cross reference between the NSPE and AIA General Conditions. Thus, if a practitioner using the NSPE General Conditions wants to know how the courts have construed the meaning of Article 6.23 on shop drawings, he can ascertain from the NSPE cross reference sheet that the corresponding AIA provision is Article 4.13.3 of the 1970 AIA General Conditions. Then he can turn to the applicable pages for citation of applicable cases.

To be sure, the *Citator* will never make the best seller list, nor is it recommended for

continued on page 60

The reviewer is general counsel for the National Society of Professional Engineers.



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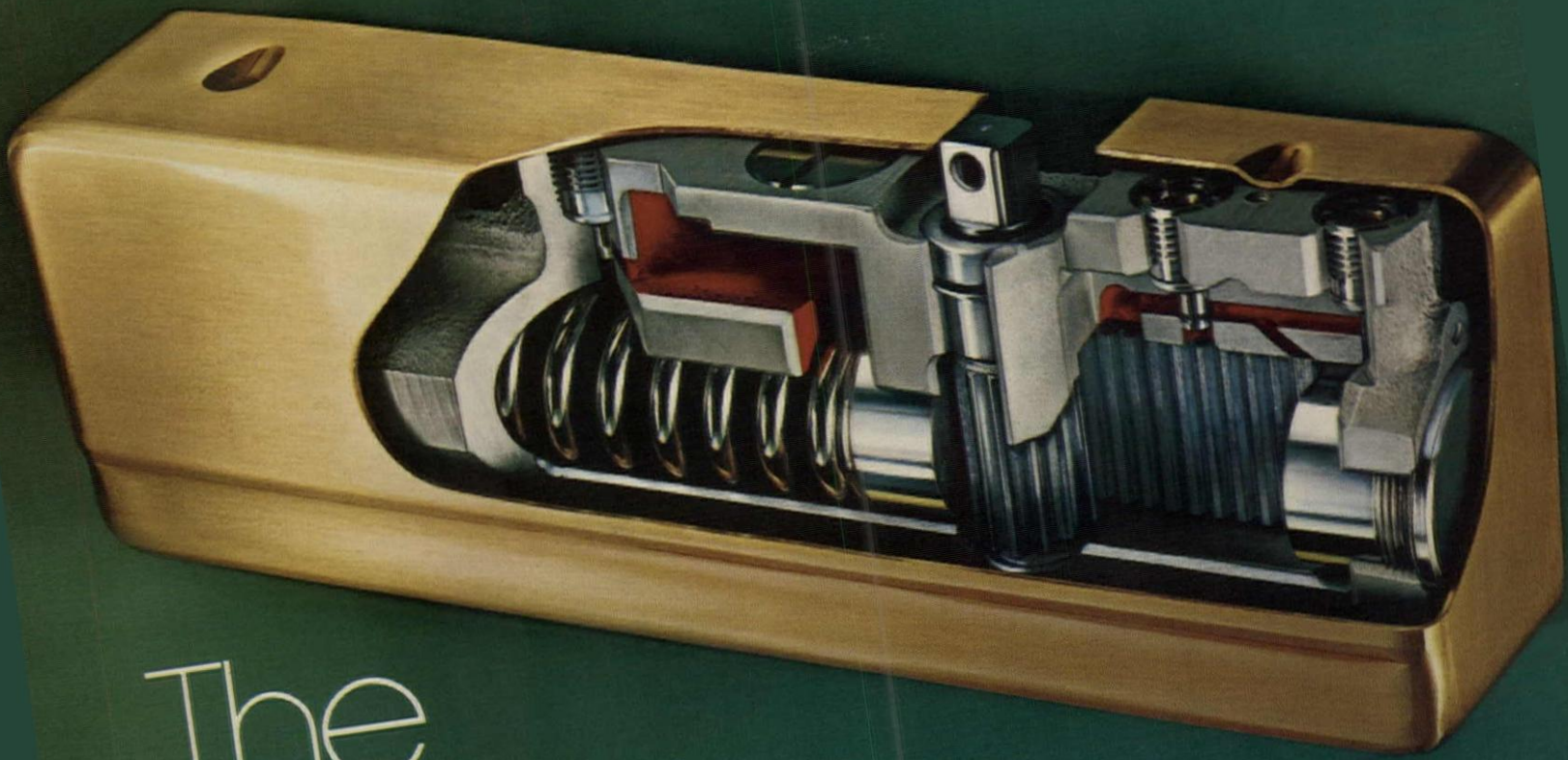
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light reading. It may, however, turn up one or more court cases otherwise easily overlooked, which may save the practitioner many thousands of dollars. It should be in the library of every attorney representing architect and engineers. MILTON F. LUNCH

Detroit Architecture: A.I.A. Guide. Katharine Mattingly Meyer, Editor. Detroit: Wayne State University Press, 1971. 202 pp. \$2.95.

This guide to the architecture of Detroit was prepared under the sponsorship of the Detroit Chapter AIA in connection with the Institute's annual convention. The book is

arranged in 11 geographical walking or driving tours and affords an insight into some of the work of the world's best known designers.

The text, drawn largely from W. Hawkins Ferry's *The Buildings of Detroit*, is supplemented by a selection of recently constructed buildings from lists submitted by members of the Detroit Chapter AIA.

The book is a worthy addition to AIA's series of guidebooks to American cities.

Le Corbusier: As Artist, As Writer. Lucien Hervé. Neuchatel, Switzerland: Editions du Griffon, 1970 (American distributor: Wittenborn). 131 pp. \$22.50.

The beautiful photographs in this book,

selected from some 15,000 pictures taken by Hervé as he followed Le Corbusier in his work, are complemented by Le Corbusier's own poetic words and by a brief introductory statement by Marcel Joray.

An Annotated Bibliography on Early Childhood. Robert C. Utzinger. Ann Arbor: Architectural Research Laboratory, University of Michigan, 1970. Unpaged. \$4.

This bibliography, an excellent one, covers 16 categories in such areas as the handicapped child, physical facilities, outdoor play and day care. All concern the relationship of the child to his environment. It is anticipated that the bibliography will be revised periodically.

A related publication by Utzinger, also issued by the Architectural Research Laboratory, is entitled *Some European Nursery School and Playgrounds* (79 pp., \$3.50). It covers day nurseries, nursery schools and playgrounds visited by the author in London, Copenhagen, Stockholm, Uppsala and Zürich. A final section summarizes what was learned about facilities for the child in Europe and makes recommendations.

The two publications are the first in a series of monographs to be devoted to environment for small children.

Architectural Hardware Specifications Handbook. Adon H. Brownell. Philadelphia: Chilton Book Co., 1971. 171 pp. \$14.95.

"Show us how to write a hardware specification that will be complete, competitive, reasonably restrictive, short and that will protect the architect" was a challenge given Brownell in the course of business visits to over 300 architectural offices. The second demand, he says, was to give the architect an unbiased reference book that he could use to judge the equivalency of a product under an "or equal" clause, without taking the word of a prejudiced salesman or spending a great deal of time going through hardware catalogs.

This book aims to answer both problems. The opening chapters discuss in detail six systems for writing hardware specifications and the basis for choosing the appropriate one. The chapters that follow catalog in detail various hardware items—hinges, locks, door stops, pull bars, etc.

Provision is made for a numbering system that can be adapted to computer use if desired. There are also chapters on such topics as keying, security and safety; hardware metals and materials; solving unusual hardware problems; and the Builders Hardware Manufacturers Association's standards for finishes. More than 700 illustrations and a glossary of terms add to the book's usefulness.

Profile of the Builder and His Industry. Michael Sumichrast and Sara A. Frankel. Washington, D.C.: National Association of Home Builders, 1970. 222 pp. \$9.75.

Three direct mailings of a questionnaire were sent out to builder members of NAHB in 1969. These were coupled with two mailings to listings of nonrespondents to all local associations. The data received is here interpreted and analyzed. Altogether, it provides an interesting and helpful insight into the American builder and his industry. □



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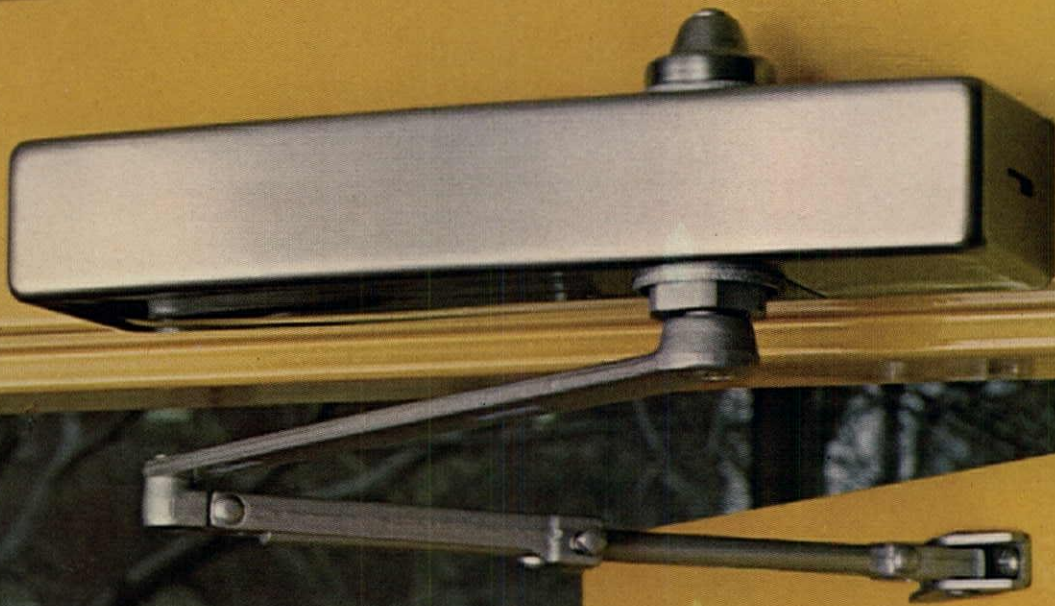
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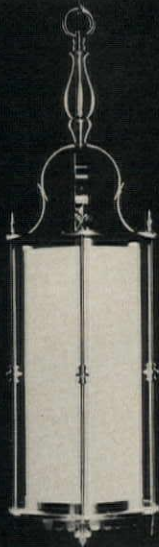
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letters

Convention in Retrospect

As one of the two member delegates from the Brooklyn Chapter AIA, I attended every convention business session until adjournment.

Briefly, from my observations we are getting further and further away from the realities of life and living and of our profession. Knowing something of the Institute's 114-year history, I feel confident that we will eventually return to what should be our prime concern and responsibility from the standpoint of being *architects*. Everyone will be surprised by the gains that will accrue from public and government sectors recognizing what an architect is, what he can do and what his limitations are.

As in Portland, Chicago and Boston, we were again called "white racists," but something new was added: "You are a new breed of pharaohs—white suburbanites." For the fourth year now, our guests, including students, were quick to criticize and chastise architects and blame them for all the ills of our cities, country and world.

Compared with Chicago and Boston, the Detroit convention was more like former years—free from disturbances. As a result, many of us enjoyed attending to the business at hand. Our president's superb handling of the business sessions was a major factor in the smooth running of the convention. Many felt, however, that the business could have been completed on Monday and Tuesday instead of running to Thursday afternoon.

I wondered whether I was attending a convention of architects or of a nebulous organization agitating and being pressured to do everything and to go in all directions. The Institute is definitely committed to political action in many unrelated areas so that we will eventually acquire a reputation, not as a fair and responsible organization of architects, but as an organization of political lobbyists.

E. JAMES GAMBARO, FAIA
New York City

AIA members who have attended our annual conventions are well aware that the social gatherings are always first class. It is amazing to me that these affairs are usually held in public buildings which normally house staid and formal activities.

This year's "Dodge/Sweet's Jazz Fest," held in the Detroit Public Library set a joyous mood to an otherwise somber beginning. Finding a string ensemble in the rare books division, a ragtime band in the religious books section and so forth, lends credence to the fact that the "relevancy" of a public building was evident in its utilization for this social function. It was more than successful and will live in my memory for a long time.

The President's Reception at the Institute of Arts was a similar affair, and we were entertained with good fellowship, food and

drink. We had an opportunity to meet architects on an informal basis and to exchange ideas. It was here that I met the 1971 Gold Medalist, Louis I. Kahn, FAIA. Although I found him extremely articulate, I completely disagree with his view in the assumption that architects are planners, artists, stage designers, interior decorators or you name it, whether they have background or training or experience.

I also attended the reception held in memory of Whitney M. Young Jr. where a citation was made to his name. We were reminded of his words at the 1968 convention in Portland: "The crisis is not in our cities; the crisis is in our hearts."

The architectural profession definitely is heading toward what appears to be a more humane profession in that we are concerned with issues other than architecture. We are made aware continually not only in the resolutions advanced at business meetings but also in the addresses of our speakers, in the various committees dealing with the "grass roots" and specifically in the theme of the Detroit convention that the "hard choice" is a matter of making a decision. It is the matter of making a decision about a lesser or greater amount of hardship.

The convention was rather tame as compared with those of the past two or three years. I do feel, however, that the architects failed to meet a very definite need for closer communication with the younger people, students and associates when we spent almost a whole morning debating whether the students could have a voice and a vote in national affairs.

President-elect Max Urbahn made a personal plea, stating that if we are concerned with one vote from a group of future architects, it is a bit ludicrous to assume that the one vote of the national representative of the student group would in any way result in the students taking over the AIA in total.

PEDRO F. LOPEZ, AIA
Brooklyn, N.Y.

Detroit '71 will go down in history—or up, depending upon your point of view—as a melange of contradictions, inconsistencies and a little of Alice in Wonderland.

On the marquee of the convention hall, the AIA was flanked on the left by the Church of God of Prophecy and on the right by Big-Time Wrestling. The symbolism is nothing short of spectacular. Whereas Tom Sawyer, as Detroit's Mayor Roman S. Gribbs reminded us, chose to "go to hell," the assembled architects, for all their putative sophistication, opted for the Kingdom of Heaven—and what's more, by the prescribed route. If the rehearsal of their roles as little children in the Bob-Lo Amusement Park is any measure of their qualifications, there is

continued on page 66

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letters from page 64

little doubt that some celestial site may be our convention host in the distant future.

The Institute still has a long way to go. The reigning cliché, "the quality of life," was bandied about *ad nauseam*, yet not a single architect attempted to qualify this abstraction in terms worthy of the profession. It remained for Russell Train to make the concrete proposal that public buildings be assessed annually for their "quality," i.e., their positive effect on the environment and on mankind. Needless to say, this suggestion was received by the nation's designers with monumental lack of enthusiasm.

A mere 24 hours after Mayor Kenneth Gibson informed us, in graphic terms, that Newark's waiting list for public housing numbered 7,000 families, Thornton Bradshaw, suave and persuasive president of Atlantic Richfield, assured us that there was no cause for alarm, that confrontation should give way to compromise and that, above all, "We should give them time." His was a message which, except for its length, rivalled the *aujourd'hui, rien*, which Louis XVI supposedly penned in his diary on the morning of his execution. Paul Ylvisaker summed up our deplorable lack of realistic involvement in different terms, "We are all holding out until we receive our pensions; then we will join the revolutionaries."

The much publicized Building Team Conference was highlighted by the startling revelation that the "team" complete with its mythical "construction manager" could live happily through the worst threat to the pro-

fession on a modest tab of \$68 per square foot. This information elicited a cynical "So what else is new?"

Most exasperating, however, was the "rap session" on housing which, as usual, was sandwiched as an afterthought between a full day of "hard choices" and the inevitable cocktail party. A group of no less than nine illustrious "experts" made every effort not only to explain away but to defend and support the bureaucracy ridden FHA-HUD which, as Mayor Gibson proved conclusively, was directly responsible for the "ghettoization" of many of our large cities.

In retrospect, the 103rd national convention was the usual annual exercise in scholarly prolixity, in architecture by hypothesis, in abounding self-congratulation, in indiscriminate conviviality and in ultimate frustration except for one glorious unscheduled hour spent with Gold Medalist Louis Kahn. This year's selection is living proof that the true stature of a man cannot be measured in feet, inches or even meters and that AIA conventions can have some meaning. His presence before an impromptu audience made the neon-lit image of Detroit, home of the Lions as well as a menagerie of faceless industrial giants, dwindle into insignificance.

Kahn—architect, teacher and poet—will be remembered for his words, "A man is always greater than his work." The phrase also provides some solace to the delegate who hopes perennially that the next convention will be different from the last and that the AIA, too, will always be greater than its works.

ROBERT H. MUTRUX, AIA
Wilton, Conn.

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events

AIA State and Region

- Sept. 30-Oct. 2:** New Jersey Society of Architects Convention, Chalfonte-Haddon Hall, Atlantic City
- Sept. 30-Oct. 3:** California Council Annual Conference, Hotel del Coronado, Coronado
- Oct. 6-9:** Northwest Regional Conference, Hanford House, Richland, Wash.
- Oct. 13-15:** Central States Regional Convention, Kansas City, Mo.
- Oct. 14-16:** Louisiana Architects Association Convention, Prince Murat Inn, Baton Rouge
- Oct. 18-21:** New York State Association of Architects Convention, Kutsher's, Monticello
- Oct. 21-24:** Florida Association of Architects Convention, Sheraton Beach Hotel, Miami Beach
- Oct. 24-26:** North Dakota Chapter Fall Convention, Oak Manor Motel, Fargo
- Oct. 27-30:** Texas Society of Architects Annual Meeting, Sheraton Hotel, Dallas

National

- Sept. 23-25:** National Association of Women in Construction Convention, Sheraton-Biltmore Hotel, Atlanta
- Sept. 29-30:** Building Research Institute Annual Meeting and Fall Conferences, Shoreham Hotel, Washington, D.C.
- Sept. 30-Oct. 1:** Institute on Housing Design for the Elderly, University of Wisconsin, Madison
- Oct. 26-27:** Producers' Council 50th Anniversary Meeting, Mayflower Hotel, Washington, D.C.
- Oct. 28-31:** Annual Meeting and Preservation Conference of the National Trust, Hotel del Coronado, San Diego, Calif.
- Oct. 28-31:** Industrial Designers Society of America Annual Conference, Kentucky Dam Village State Park, Ky.
- Oct. 31-Nov. 4:** Industrialized Building Exposition & Congress, Kentucky Exposition Center, Louisville, Ky.
- Nov. 2-5:** National Plastics Conference, McCormick Place, Chicago
- Nov. 3-6:** New Communities Development Conference, Washington Hilton Hotel, Washington, D.C.

International

- Sept. 28-Oct. 3:** Inter-Group Seminar on Housing, International Union of Architects, Bucharest, Romania

Awards Programs

- Sept. 20:** Entries due, International Sanitary Supply Association Building Planners' Award. Contact: ISSA Headquarters, 5330 N. Elston Ave., Chicago, Ill. 60630.

Fellowships

- Dec. 31:** Submissions of work due, Rome Prize Fellowships for 1972-73. Contact: American Academy in Rome, 101 Park Ave., New York, N.Y. 10017. □

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