

CHICAGO CHAPTER AMERICAN INSTITUTE OF ARCHITECTS SEPTEMBER | 1988

CCCAIA FOCUS



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Cynthia Weese, AIA
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Editor:
Annette Kolasinski

CHAPTER PROGRAMS

You're Invited to Join the Office Practice Committee

Last year, the Office Practice Committee sponsored a series of monthly open forums where important issues relevant to all firms in carrying out the business of architecture were discussed. Each Steering Committee member was asked to host a forum, selecting and investigating a topic, which was then open for discussion among all those attending the forum.

This simple idea was successfully supported, with an attendance of eight to 32 people for each forum. Not only were matters of concern discussed, but more importantly, recommended solutions surfaced. Some of the topics were: controlling and being paid for services, architectural photographers (presentation and discussion), better relations with clients, better relations with contractors (a discussion with two contractors), and project quality control.

These forums gave architects from a variety of firms a rare opportunity to share their experiences and compare what other professionals are doing. I believe it is this opportunity for interaction that makes these sessions so beneficial.

We will begin making plans for the next year, and we welcome your participation in the Steering Committee. Interest has been expressed in not only continuing these open forum sessions but including a special event. Whatever our final plans, we look forward to another interesting and productive year.

Please express your interest in the Office Practice Steering Committee by calling Mary Beth Carroll at the Chapter office, 663-4111. We welcome your participation.

Jerry J. Cibulka, AIA

For Young Architects

September marks the introduction of a series of informal gatherings for young architects, at the Canoe Club, 2843 N. Halsted St. Beginning with September 6 and 20, and continuing each month on the first and third Tuesday evening at 6:00 p.m., "Backwoods Retreat Night," organized and sponsored by the Young Architects Committee, offers a chance to meet other young professionals over complimentary hors d'oeuvres plus Lienekugels on tap at \$1.50. Plan to make the Canoe Club, which was featured in the July/August *Focus*, a regular twice-a-month stop.

The Young Architects Committee is also sponsoring a Chapter-wide event featuring a panel discussion, which will be held September 28 in conjunction with the Prairie Avenue Gallery Exhibit, "Artists and Architects: Influence + Collaboration." Find details in story on page 3.

**Michael Bordenaro
Edward Keegan**

Computer Committee Slots On-Location Presentations

This fall the Computer Committee will continue with its popular program of computer demonstrations and presentations, on location at various Chicago offices. Each demonstration will focus on specific application or problem areas, followed by a period of open discussion.

The first program in the new series will be presented on Thursday, September 15, at 5:30 p.m., by Julie Keverian at Hancock & Hancock, Inc., 230 N. Michigan Ave., 2nd floor. Hancock & Hancock is currently running Data Cadd along with several other non-graphic software packages on multiple work stations. The presentation will focus on implementation and management of a network system.

Novices and experts will benefit from every program. Watch the *Focus* for information on upcoming programs.

David Urschel, AIA

Cover: Dearborn station after restoration by Hasbrouck Peterson Associates. September 24 "Chicago by Design" tour begins at station at 8:15 a.m. Photo: Ron Gordon; courtesy Hasbrouck Peterson Associates.

Development: Financing & Acquisitions

The third program in our series of panel discussions is scheduled for Wednesday, September 14. Our first two discussions, "Emerging Trends in Real Estate" and "The Real Estate Development Process," proved to be well attended and successfully received.

The September program, open to all, will include panelists who represent various areas of the financial world: Nancy Boruch, an investment consultant at Laventhol & Horwath; Jeffrey Compton, a mortgage broker at Murdock & Coll; Timothy J. Meyer, of First Chicago Corporation, representing a large project lender; and Thomas Gallagher of Citicorp, representing a lender for the smaller project. The speakers will focus on their individual roles within the financial portion of initiating an architectural project.

Plan on a 5:00 to 7:30 p.m. program at the Merchandise Mart, 2nd Floor Conference Room (near the M&M Club.) The \$5 fee, \$7 for non-members, includes light snacks; a cash bar will be available. Please make your reservation by September 12 by calling the Chapter office, 663-4111.

Real Estate Committee programs address real estate issues that impact architects and other design professionals. This forum provides you with an excellent opportunity to meet professionals from a variety of related fields. We welcome new members to the Steering Committee. Currently we are planning quarterly programs for November and February. Our major goal is to provide valuable continuing education for professionals at all levels of experience. We would like to encourage your participation in making this committee an asset to the CCAIA. Our next meeting will be held on Thursday, September 22, at the offices of VOA, 435 N. Michigan Ave., from 5:00 to 6:00 p.m.

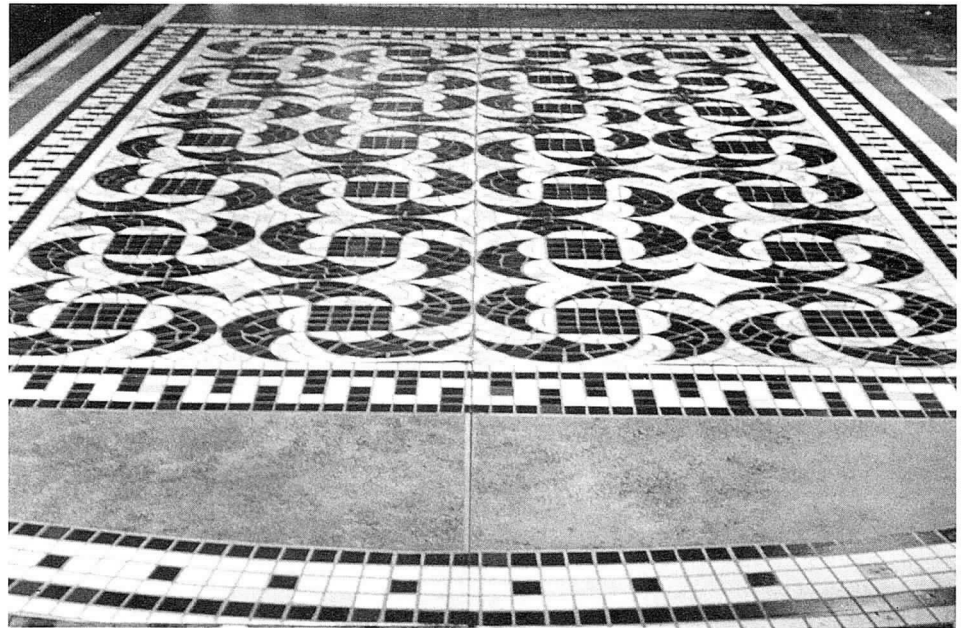
Susanne E. Roubik, AIA
Program Coordinator
Susan Dee
Committee Chair

Exhibit Explores Artists and Architects Collaboration

The artistic embellishment of built forms has occurred since man first began constructing shelter. The current state of artistic and architectural interaction will be explored in the exhibit "Artists & Architects: Influence + Collaboration," opening on Sunday, September 25, at the Prairie Avenue Gallery, an historic nineteenth century mansion at 1900 S. Prairie Ave.

The CCAIA Young Architects Committee will sponsor a discussion among several exhibitors on Wednesday, September 28, from 6:00 to 8:00 p.m. Theoretical and practical ways of

Tigerman McCurry commissioned trompe l'oeil artist Thomas Melvin to paint this floor in the Herman Miller Showroom, which received a 1988 Interior Architecture Award from the CCAIA. Theoretical and practical aspects of incorporating the work of artists in building projects will be addressed at the "Artists & Architects: Influence + Collaboration" discussion, on Wednesday, September 28, from 6:00 to 8:00 p.m. at the Prairie Avenue Gallery, 1900 South Prairie.



incorporating art in the built environment will be explored. The panel will be moderated by Cynthia Weese. (Work by Richard Haas for Weese Hickey Weese will be displayed.) Panel participants include Gilbert Gorski, the Chicago Architectural Club's 1987 Burnham Fellow winner; metal caster Herman Weiland; David Robbins, a designer of site specific furniture; and Daniel Taylor, an architect who frequently works with artists.

Other exhibitors include muralist Thomas Melvin, whose trompe l'oeil work was featured at the Art Institute's "Chicago Architecture 1872-1922: Birth of a Metropolis," and David Woodhouse, of Landon & Woodhouse, Architects.

Tickets are \$5, \$2.50 for students, and reservations may be made by calling the Chapter office, 663-4111.

Michael Bordenaro

Chicago by Design '88 Is...

Happening!

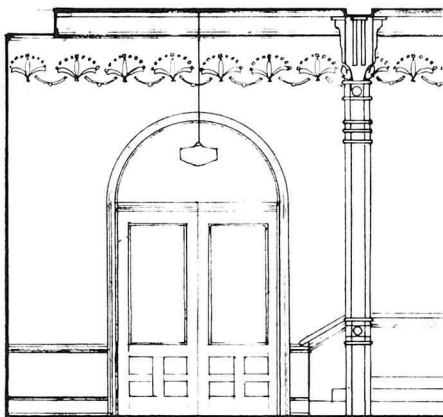
Beginning at 8:15 a.m., on Saturday, September 24, the 1988 Chicago by Design tour will bring you an opportunity to learn directly from Chicago's leading architects, engineers, contractors, and developers how a building moves from an idea to occupancy.

Is Spectacular!

You will tour some of downtown Chicago's most exciting buildings, some new, some newly renovated, some not yet complete.

Is Informative!

Your tour begins at the Dearborn Street Station, at Polk and Dearborn, where you'll hear all about the challenges of combining new construction with meticulous restoration from the station's project architect, Wilbert Hasbrouck, FAIA, Hasbrouck Peterson Associates.



Portion of main lobby, east elevation, Dearborn Street Station.

In the First National Bank auditorium, following lunch, Robert Wislow, Chairman of U.S. Equities, developer of One Financial Place and winner of the Harold Washington Library competition, will provide insight into the developer's unique vision of a city. Wislow will be introduced by Jack Hartray, FAIA, a founder of the Chicago by Design tour concept. In his usual lively style, he will discuss the creativity required to assemble the talent, money, and property that results in superior real estate development.

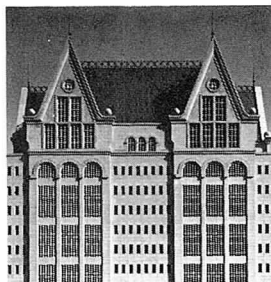
Is Lively and Colorful!

There are three optional tours.

Tour A takes you to one of Chicago's newest, contemporary office buildings, 225 W. Washington, characterized by opulent materials in geometric patterns; the structural steel and concrete core of 181 W. Madison; and Manufacturer's Hanover Plaza, a totally modern building behind and on top of a carefully preserved facade.



Tour B is a visit to 303 W. Madison, architectural creativity on a "tight site" with a beautiful stained glass lobby; AT&T Corporate Center, whose two towers/two owners, meant finding solutions to satisfy a complicated team; and 190 S. LaSalle, like a spectacular cathedral with its gilded vaulted lobby.



Tour C covers the site of the world's tallest concrete structure, 311 S. Wacker; One Financial Place, a 24-hour intelligent building, a club, a hotel, a four-star restaurant, a sculpture plaza, a bridge over an interstate highway; and River City, a montage of uses, working together on an undulating riverfront site.

You will board a bus for your selected tour, accompanied by a Chicago Architecture Foundation Docent and be returned to your starting point, the Dearborn Station, at the end of the day.

Is Tasty!

Begin your day with coffee from the **White Hen Pantry** and the **Jacobs Brothers** famous array of bagels. A box lunch will be served in the First National Bank cafeteria, which affords a fabulous view of Chicago's diverse architecture. Your day at "Chicago by Design" comes to a savory end with "Taste of the South Loop." In addition to the complimentary coffee and bagels from **White Hen** and **Jacobs Brothers**, several other fine establishments have generously donated a combination of tasty tid-bits.

Gleeson's - a resident of the landmark Monadnock Building will provide samples from their menu.

Printer's Row - a restaurant with a long established reputation will offer some choice tid-bits of their famous cuisine.

Safratello's Speakeasy - serving tangy pasta salad and hoping you won't refuse the offer to drop by the club later for their roaring twenties Tommy Guns Musical Gangster Review.

Monday's - offering delicately baked blueberry, corn, and bran muffins. Remember, they're now open for breakfast in four locations.

Caboose Food and Liquors - refreshing your palate with cool, soothing soft drinks.

How do you get in on all of this, and at only \$40 to members, \$45 to non-members? Watch carefully for the brochure, the only means available for reservations. Attendance will definitely be limited, and tickets will be sold on a first come/first served basis until September 16 or until the tour is filled. Reservations received before September 16 will be confirmed by mail; after that, tickets will be held at the door.



Tour Key

Tour A:

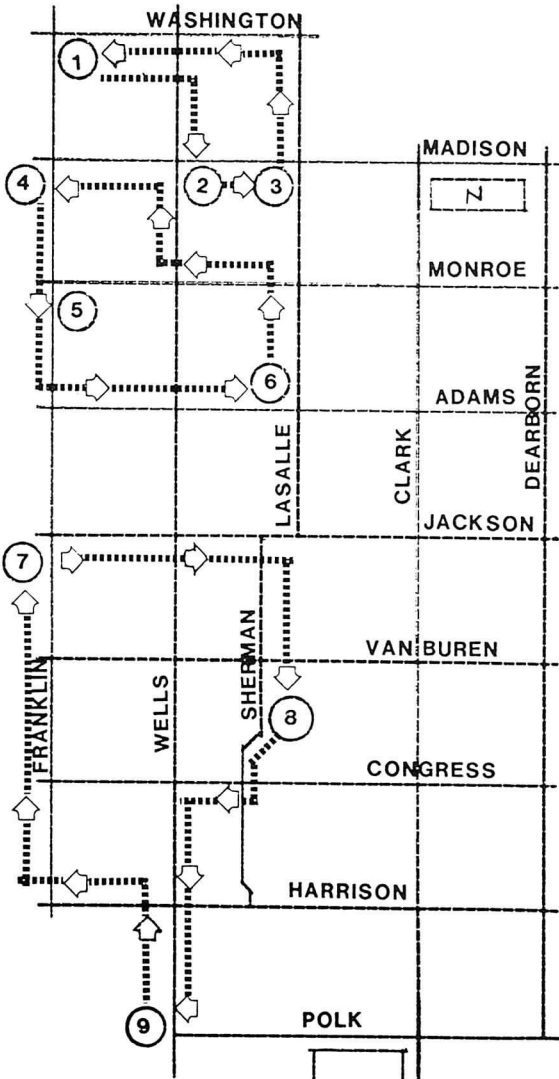
1. 225 W. Washington
2. 181 W. Madison
3. Manufacturer's Hanover Plaza

Tour B:

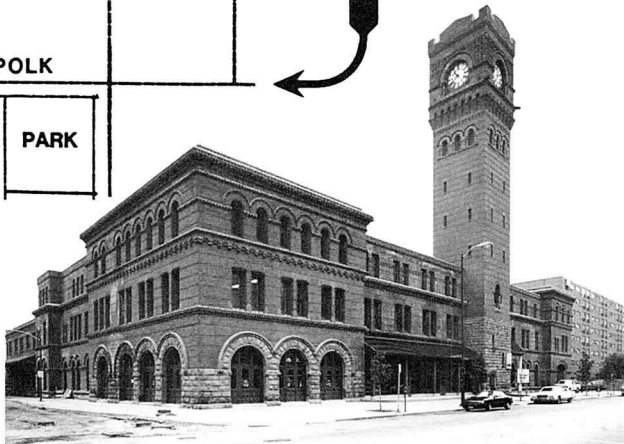
4. 303 W. Madison
5. AT&T Corporate Center
6. 190 S. LaSalle

Tour C:

7. 311 S. Wacker
8. One Financial Place
9. River City



Starting Point



Chicago by Design Tour Planning Committee

Committee Chair

Susan Dee, JMB Realty

Committee

- Hill Burgess, AIA, SOM
- Diane Breman, Perkins & Will
- Mary Beth Carroll, Chicago AIA
- Chris Chwedyk, AIA, Norman A. Koglin Associates
- Carolyn Garrett, Rosenzweig Professional Services Marketing
- Paul Glassman, Chicago Architecture Foundation
- Pat Gorman, Skidmore, Owings & Merrill
- Mary Jo Graf, Turner Special Projects Division
- Jack Hartray, FAIA, Nagle, Hartray Associates
- Linda Ivey, Loeb Schlossman and Hackl
- Joslyn Kirkegaard, Lawrence Kirkegaard & Associates, Inc.
- Blossom Levin, Chicago Architecture Foundation
- Jane Lucas, Chicago AIA
- Sally O'Malley, O'Malley & Company, Ltd.
- Diane McCormick, Lester B. Knight
- Barbara Quilty
- Chuck Rowe, AIA, Landrum & Brown
- Pat Rosenzweig, Rosenzweig Professional Services Marketing
- Ethel Zitnik, Chicago Architecture Foundation Docent

Chicago by Design is

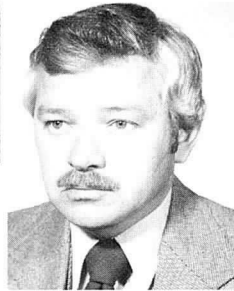
sponsored by the Chicago Chapter American Institute of Architects and the Chicago Architecture Foundation. The CCAIA and the CAF would like to thank the Women's Architectural League for their participation, and the following organizations for the services they contributed:

- Cagney + McDowell, Inc., Graphic Designers for the brochure
- Fine Arts Printing
- O'Malley + Company, Ltd., Promotion
- Rosenzweig Professional Services Marketing
- AllRight Parking

John Nunemaker



Leonard Peterson



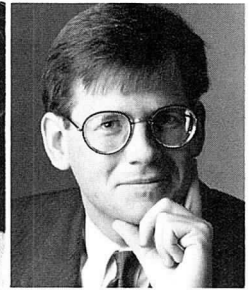
Lisbeth Quebe



Patricia Marks



Scott O'Brien



Constance Day



Pat Rosenzweig



Lee Benish

Ron Garikes



Mary Jo Graf



Your Business/Your Future

Marketing Strategies Conference

Conference Fee:

\$125 AIA Members

\$ 75 Associate Members

\$165 Non-members

Includes lunch and manual

Funded in part by Deerpath Construction Corporation

KEYNOTE ADDRESS

9:00-9:45 a.m.

Defining Marketing Basics

John Nunemaker, AIA

Perkins & Will

TRACK I

**What Goes On Inside the Firm:
Designing Your Marketing Program**

TRACK II

**Positioning Your Firm for Better
Business**

TRACK III

Marketing Tools Used for Success

10:00 - 10:45 a.m.

Making the Time to Market

Leonard Peterson, AIA

O'Donnell, Wicklund, Pigozzi, & Peterson
Discussing the critical need for a marketing program and ways to get away from the drawing board to successfully market your services.

Prospecting: Where Clients Come From

Lee Benish

Landscapes by Design

There are clients out there but where do you find them? This presentation will discuss who the clients are and how to seek them out.

What to Send When Someone Says, "Send Me Something"

Roger Nathan

Jeanne Hartnett and Associates

Taking you through the production of a brochure, from the development of an idea, through the process of choosing material, writing copy, working with a graphic designer and the printer, to the successful completion of the product.

Don't Take a Back Seat

CCAIA Marketing Seminar Puts You Up Front

"My buildings are seen and used every single day by hundreds, thousands of people," True. "Therefore, I do not need to market my firm" False!

"I've found my market niche and am turning a nice profit." Smart. "Marketing my firm just isn't necessary." Dumb, errr...not so smart!

"My firm is so small my parakeet takes phone messages. I can't possibly think about marketing" Think again!

O.K! So, your firm's projects are clearly a design success, you do indeed run a properly managed and highly respected office, you are no doubt buried under working drawings - nevertheless, capturing and continuing business success depends on your ability to market your firm.

No matter what the size of your firm or how long it has been established, you can use the CCAIA Marketing Seminar to be held Saturday, November 12 at the Holiday Inn City Centre, 300 E. Ohio St.

At 8:15 a.m. you can check in, have some coffee, share what you already know with your colleagues, then settle in at 9:00 a.m. hear keynote speaker John Nunemaker, AIA, Executive Vice President at Perkins & Will, explain the business of marketing and determining your market niche.

The seminar, which serves up its last sessions at 2:00 p.m. has been structured into three tracks. You choose which one of three sessions you wish to attend in each time slot. This will be the hardest part - deciding on only one of three terrific selections.

Be watching for the brochure, the missive enabling you to register for this astonishing wealth of information designed to make and keep you successful.

▼
**Continuing business success depends
on your ability to market your firm.**

11:00 - 11:45 a.m.

Increase Your Hit Rate in the Public Sector

Ronald E. Timm

R. E. Timm Associates

The process of getting government work has been a mystery in the architectural industry. Working with government agencies has always been considered very difficult. Getting your foot in the door to be considered for government work will be discussed.

Initials, Initials, Initials: Creating Business from Them

Mary Jo Graf

Turner Special Products Division

RFQ's, RFP's, SOQ's - do not take them lightly. Filling them out properly could be the difference between rejection and making the short list. This presentation will discuss proper and creative ways to fill out RFQ's, RFP's, and SOQ's to be recognized by the client who reads them.

Is a Picture Worth a Thousand Dollars?

D. Scott O'Brien

The Austin Company

Hear first hand from a professional how to work with an architectural photographer to get the most for your money. You will see what makes a great photo great, a good photo good, and a bad photo bad. You will learn how to choose the best photographer for your needs at a price you can afford.

1:00 - 1:45 p.m.

Identifying Your Market Niche

Ron Garikes

Garikes, Wilson, Atkinson

Discussing staying away from scattered, unrelated projects and identifying your particular market niche to more successfully market your area of expertise, which brings in more business in that area.

Presenting Your Firm to Win

Once you get your foot in the door, how do you get the job? This will be a discussion on how to successfully present your firm's credentials. What materials to use and what not to use; what to say, what not to say, while appearing confident and professional.

Are You Underexposed?

Constance Day

Loebl Schlossman and Hackl

Pat Rosenzweig

Rosenzweig Professional Services Marketing
Discussing effective press relations, how to put together an awards submission to better your chances of winning, and general public relations techniques.

2:00 - 2:45 p.m.

Planning to Make Money

Lisbeth Quibe

Perkins & Will

Making a profit is no coincidence. It takes careful planning and direction to properly manage your marketing program. This presentation will discuss the business of marketing, focusing on procedures such as planning and budgeting for a successful program.

Client Interviews: Anticipating the Questions; Knowing the Answers

Ralph Cincinelli

Fifield Development Corporation

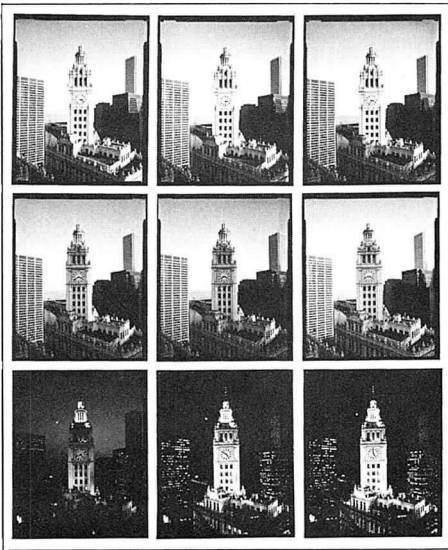
Don't be caught dumbfounded! This session will discuss interview techniques and the most appropriate responses for unpredictable or difficult questions.

Find What you Want When You Want It

Patricia Marks

Flack + Kurtz

Learn how efficient your marketing program can be when there is a place for everything and everything is in its place. This session will focus on effective organizational methods for your marketing materials.



"A single image for me has always seemed inadequate. Each time I look the city is different, constantly changing. It changes through natural movement of light and time and through human endeavor. I have always been fascinated with the transition itself and the sequential photographs represent my attempt to see and understand it."

-Ron Gordon

Photography Exhibit Features Work of Ron Gordon

You are invited to the Chicago Chapter Board Room to view the architectural photography of Ron Gordon, fifth in the Chapter's exhibit series featuring work of some of the city's fine photographers.

Gordon has been owner of a photography studio and custom printing lab since 1974. His work has been featured in *Chicago Magazine*, the *Chicago Sun Times*, *Chicago Reader*, *Art News*, and the 1978 *Inland Architect* special issue on architectural photographers. His work is included in the permanent collections of The Art Institute and the Illinois State Museum, in collections of the Transportation Building, the Manhattan Building, and the Paris Art Center, and has been shown in numerous exhibitions, including the 1987-88 "Focus Infinity," a changing Chicago exhibition grant to photograph the Chicago River and Canals as part of a group documentary project of the Chicago area.

Gordon's work will be exhibited in the CCAIA Board Room through October.

Chapter to Promote New Issue of Columbian Stamp

Notice to All Philatelists and Would-be Stamp Collectors!

The Chicago AIA is exploring the possibility of persuading the National Stamp Advisory Board to make a new issue of stamps recognizing the 100th anniversary in 1993 of the World's Columbian Exposition.

There was a famous "Columbian" series issue of thirteen stamps coinciding with the 1893 exposition. Some collectors are simply recommending to the Advisory Board that these beautiful stamps be reissued, using the same drawings (they are of famous personalities from American history). However, there may be a possibility to persuade the Advisory Board to make a new issue, with etchings of several of the buildings actually built at the exposition. We believe this would be a better remembrance of the event.

We would like to hear from interested CCAIA members so we can pass your wishes on to the Advisory Board. Tell us which of the buildings you think should be depicted, providing the rationale for a new issue and the lobbying techniques to get this accomplished, etc. In short, anything you can contribute by way of advice would be helpful.

Frank E. Heitzman, AIA

President's 'Office Hours'

President Frank Heitzman will be "working" at the CCAIA office every first and third Monday of the month from 4:00 to 6:00 p.m. If any member would like to meet with him, please feel free to come in during these hours to discuss your concerns, possible topics for future programs, agenda items for board meetings, and anything else you may want to talk about. At other times, you can reach him at his office at 848-8844.

Regional Convention on Drawing Board for 1989



CONCEPT CHICAGO 89

In July the CCAIA signed an agreement with Frank Stasiowski and Practice Management Associates, of Newton Massachusetts, to assist the Chapter in organizing and scheduling a regional convention, to be held October 5 and 6, 1989, at the Regency Hyatt House in downtown Chicago. Practice Management Associates will have primary responsibility for reserving the space, contracting with exhibitors, publishing advertising brochures and a magazine for the convention, selling tickets to the seminars, and taking care of any start-up costs associated with the convention.

Practice Management Associates has an excellent track record in planning this kind of event. Three years ago they launched AEC Systems, which has grown into an event that draws 25,000 people, and they have organized

regional architectural conventions in Boston and California. Their goal is to have a series of this type of convention across the country sequentially, thus allowing exhibitors the widest possible exposure.

The National AIA does not object to this concept, particularly since the vast majority of national convention-goers come from an area within 500 miles of a convention site. While the National AIA Convention will be held in St. Louis in May, 1989, Practice Management Associates feels this will not affect participation in either event, due to distance and the five-month time span between the AIA Convention and the regional conference. Mr. Stasiowski predicts that "Concept Chicago 89," as the conference has been named, will draw 5,000 architects, landscape architects, planners, interior designers, engineers, and people from related disciplines. There may also be a "public" day, during which the general public will be given access to the exhibition floor. These have worked successfully at other conventions and serve to provide a very good public relations outlet for architectural issues.

The CCAIA will be responsible for producing advertising graphic design (shown here with this article), providing a name for the convention ("Concept Chicago 89"), and organizing the educational program. The CCAIA committees have already been hard at work coming up with topics they would like to have discussed and a list of potential speakers for those topics. If you have any ideas for the educational program, please contact our program coordinator, Mary Beth Carroll, at 663-4111. The educational tracks have been tentatively set forth as:

- ▶ Design
- ▶ Computers
- ▶ Practice Management
- ▶ Historic
- ▶ Marketing
- ▶ Technical
- ▶ Government
- ▶ Social Issues

Approximately 25 possible seminar topics have been generated under each of these general areas, and we will be narrowing this down to about 10 each so that the programs are not too crowded.

In addition to the seminars, we may also have a participatory "design charrette," featuring some of the most well known architects in Chicago, in which anyone who wishes would be able to assist in producing a competitive design for a building. The expanded

1989 Distinguished Building Awards program will coincide with the regional convention, and there will be a major social event planned for Thursday evening.

We have plenty of ideas and are continuing to generate much excitement over the possibility of such a major event. The current plans are to host such a regional convention annually in the fall, as the Boston Society of Architects has done for the last five years and the Minnesota AIA has done for about 20 years. The Chicago Chapter has never attempted such a wide-ranging event, but we feel that it is an idea whose time has come. We know that it will be a tremendous success. Nearly 60% of the respondents to our membership questionnaire said that they would attend such a convention.

We would like to have as wide a representation on the "Concept Chicago 89" planning group as possible. This is open to any member who would like to participate in our monthly meetings. Please call the Chapter office, 663-4111 if you would like to be involved.

Frank E. Heitzman, AIA

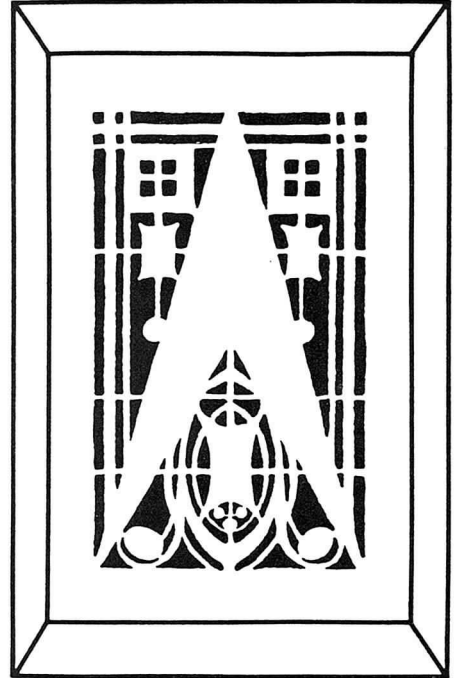
WAL '88 Greeting Card for Sale

The Women's Architectural League is prepared to offer for sale its 1988 Greeting Card, which features a detail from a design by Purcell, Feick and Elmslie, as published in the July 1915 issue of *The Western Architect*.

The cards measure 4 1/2" X 6 1/4", with the design elegantly blind embossed (white on white) on textured, white vellum paper. They are printed inside with red ink and come with a red envelope. The cards may be purchased in packages of ten, plain or with "Season's Greetings" imprinted on the inside. Names may also be imprinted on the cards, and the envelopes with the return address.

For additional information, order forms, and a sample card call Diane Warman, 332-7095 or Mary Casserly, 445-4726.

Proceeds from the sale of these cards are used for architectural scholarships at IIT, UIC, and University of Illinois at Champaign-Urbana. The amount of the purchase is tax deductible to the extent allowable by law.



Detail from a design by Purcell, Feick and Elmslie is featured on 1988 WAL greeting card.

Chapter Education Programs Let You Reach Out and Help Someone



Mentor Program leader Lee Weintraub, AIA (head of table right), explains program goals to Program participants (from left) Chris Chwedyk, AIA; Vic Krasnopolsky, Alice Sinkevitch, and (on far right) Mary O'Toole.

Reaching the Architecture Student Through Student/Architect Mentor Program

With the 1988-89 academic year upon us, the Student Affairs Committee is once again sponsoring the Student/Architect Liaison Program. The goal of this program, otherwise known as the Mentor Program, is to foster a relationship between students and practicing architects.

The Mentor/Student relationship has been a tradition within the architectural community for many years. The CCAIA Mentor Program is designed to give structure, direction, and support to the academic experience. Not only valuable for the students, the program also serves as a vehicle through which the architect can observe and discuss the current state of architectural education.

The Mentor Program is open to architectural students in their fourth and fifth years of undergraduate studies or to any student earning credits towards a Master of Architecture at any of the following schools: University of Illinois at Chicago, Illinois Institute of Technology, or the School of the Art Institute. The student participant should take full advantage of this program and use the mentor as a resource for discussion of academic or professional issues. Discussion should also focus on addressing individual student needs and interests. Any student who is enthusiastic and committed to the profession will benefit from participation in this program, but in the long run it will be the profession as a whole who will benefit from more knowledgeable and confident graduating students.

The mentor should be any practicing architect, working either in the traditional role of the architect or specializing in interiors, real estate, or computers, etc. The mentor must be a positive and highly motivated individual who can contribute the overview that will enable the student to achieve a broad perspective of the profession and its opportunities. The mentor should be available to offer guidance and encouragements while suggesting creative developmental opportunities that will assist in the student's academic growth.

As a result of input received from the students via a recent mail survey and a roundtable discussion in May among last year's mentors, we have made adjustments to the programs in order to further meet the needs of the student community. Becky Brofman, a mentor from Griswold, Heckl & Kelly, suggested that curriculum information about the students' schools be made available to each mentor. This information would prove valuable in understanding the background of the student and the academic direction of the school. Mark Costello, a student at the Art Institute suggested that it was very important for students to understand the differences between theory and the realities of office practice, especially for those students nearing graduation. A

Student/Mentor Program Application

number of mentors, including Robert Vagnieres Jr. of Robert Vagnieres Jr. Architect, and Chris Chwedyk of Norman A. Koglin Associates, recommend developing a program or presentation that both mentors and students could attend together. Chris also recognized the need to "fill in the gaps between school and professional practice." These and other comments will be incorporated into the guidelines of the upcoming year's Mentor Program.

By far, the most significant change that will occur to this year's Mentor Program is the hiring of Vicki Matranga, whose sole responsibility will be the development and implementation of the program. Responsibilities will also include communications with the administration and students at the schools. As a result of the hard work, enthusiasm, and perseverance of CCAIA Business Manager Beverly Meland, the funds necessary to hire a person for this role are now available.

Architects and students who are interested in participating in the Mentor Program should complete and return the application. Anyone interested in working on this program or on the Student Affairs Committee should contact Beverly, at the CCAIA office, 663-411, Lee Weintraub, at Jack Train Associates Inc., 332-0363, or Vicki Matranga, 524-8141.

Lee S. Weintraub, AIA
Student Affairs Committee Chair

More ways to share your knowledge and experience. See pages 12 and 13

For the Mentor

Name _____

Firm _____

Address _____

Phone _____

My areas of interest are:

____ Architecture ____ Interior-
Architecture

Check 3, ranking in order of interest:

____ Design ____ Technology

____ Structure ____ Office Practice

____ CADD ____ History

____ Urban Planning

For the Student

Name _____

School _____

Home Address _____

Phone _____

My areas of special interest are:

____ Architecture ____ Interior
Architecture

Check 3, ranking in order of interest:

____ Design ____ Technology

____ Structure ____ Office Practice

____ CADD ____ History

____ Urban Planning

*Send completed forms to Beverly Meland
Chicago Chapter AIA, 53 W. Jackson Blvd., Suite 350
Chicago, IL 60604.*



Mies giving a critique to student. Drafting room at The Art Institute of Chicago. c. 1941. From Mies van der Rohe: *Architect as Educator*.

Becoming a Role Model Through Chicago Careers for Youth Program

The Chicago AIA is a founding member and co-sponsor of a unique program intended to bring



role models to young students in the city of Chicago and encourage them to become aware of a broader range of possible careers in which they may participate. This concept, called "Career Awareness and Exploration Project," was initiated

about ten years ago by John Gnaedinger, chairman, STS Consultants, Ltd., and the State of Illinois Department of Vocational and Technical Education.

The first wide-scale application of the program took place in March when 40 speakers from the Chicago AIA went out to the 43 participating elementary schools in Chicago to talk about the built environment. The vast majority of AIA speakers responded that they felt that this was a very useful program and that they had had a good experience with it. The students said they also felt that they had gained from it, by hearing people outside of their own immediate community come into their classrooms to tell about what they do for a living.

In June the CCAIA, along with two other career areas, health care and government, co-sponsored with the Board of Education a very well attended career day for elementary school students. Four speakers - Fred Jackson, a construction manager from BuilderRite American construction company; Bob Thomas, an architect from the Board of Education; Rufus Taylor, owner of Taylor Electric Company; and Jaime Moreno, from Material Service Corporation - each told, in detail, about their respective roles in the building process. Frank Heitzman was moderator of this program.

What has become the "Chicago Careers for Youth Foundation" is now making plans for next year's school year presentations. The Chicago Chapter has again been invited to participate. Approximately 100 schools have asked to be provided with speakers during next year's term; therefore, more architects will be given the opportunity to visit one of these schools. The presentation is typically given to one or two classrooms of about thirty students

each and lasts about a half hour to fifty minutes (one class period). In the last academic year the students had been well prepared by their teachers for the event, and many good questions were asked. Visiting the elementary schools is an education in itself for the speakers; it enables them to ascertain the present physical condition of Chicago's educational environment.

Other co-sponsors of the program come from all areas of Chicago business and industry and are represented by the leaders in their respective fields. There is truly a ground swell of interest throughout the city in making this privately-sponsored effort work to improve the motivation and aspirations of the city's students and to keep the students in school.

The essence of the program is the interaction between businessmen and



women in the "world of work" and seventh and eighth graders in the classroom. During the year, all students will hear speakers representing each of the sixteen career areas, choosing then two clusters of greatest interest. These two selected areas of interest may then be investigated further

by the student during a half day "career exploration session," at which more working people representing the full range of roles within each cluster describe their work. This exploration session will probably occur at McCormick Place next spring.

The CCAIA is responsible for presenting the "Built Environment" career cluster, which encompasses not only architecture, but also surveying, engineering, CADD, interior design, construction (representing all trades), and even possibly facilities management. It was felt by the organizers of the program that architects would have the best opportunity for presenting the wide diversity of careers since they are involved with all of them through the life of a building project. The potential for influencing the early attitudes of tens of thousands of young students about the built environment is enormous and is taken very seriously by the task force.

The Careers for Youth Foundation has developed a guide for speakers, brochures for each career area, and short video tapes, which can also be shown at the presentations. However, each speaker is encouraged to present his or her experiences in the field in a personal way, so that the students can see how they could be a part of the career.

If you are interested in being a part of this important program, please call the CCAIA office, 663-4111, or complete the form accompanying this article. We will contact you in late September to assign you to a school, arrange for a short coordination meeting of the speakers, and give you a suggested outline for your talk. Actual dates for your presentation will be determined by you, in conjunction with the principal of the school.

Frank E. Heitzman, AIA

Yes!

I am interested in helping the youth of Chicago explore the great variety of opportunities available to them in the building design and construction industry and to serve as a role model for their career development by speaking to one eighth grade classroom this fall - the date to be set by you.

Name _____

Firm _____

Address _____

Phone number _____

Are you interested in participating in an all-day career exploration program for eighth grade students at McCormick Place in late spring to serve on a panel of building experts?

Yes _____ No _____

Please mail this form to:
Careers for Youth Program
Chicago Chapter AIA
53 W. Jackson Blvd., Suite 350
Chicago, IL 60604

Reaching the H.S. Student Through 'Career Day in Architecture'

The Stock Exchange Trading Room of the Art Institute of Chicago will be the setting for the third Chicago Chapter Career Day in Architecture on Saturday, October 1, 1988. Co-sponsored by the National Institute for Architecture Education (NIAE), the career day will provide an opportunity for students to hear about the profession of architecture and to meet representatives from colleges all over the USA.

Chicago Chapter President, Frank Heitzman, will welcome students and parents at 9:30 a.m. in Fullerton Hall and present an overview of the profession of architecture. There will also be presentations on the varying types of degree programs available and a skit by Art Institute students showing "What the Life of an Architecture Student is Really Like."

A panel of architects, including Frank Heitzman, Linda Searl, Bill Brubaker, Greg Landahl, Steve Wierzbowski, Yves Jeanty, and George Pappageorge will tell about their educational and work experience and be available to meet in small groups with students to answer questions after the program. In addition, Bill Brubaker will present a brief slide lecture on Chicago architecture.

Groups will meet from 11:00 to 12:00 noon, and students may meet with college representatives who will have displays in Louis Sullivan's Stock Exchange Trading Room from 11:00 a.m. to 2:00 p.m.

Similar programs sponsored by NIAE will be offered in Boston and New York City. The committee to plan the Chicago event included Linda Nelson, AIA, School of the Art Institute; John Silva, Triton College; Sheila Walker, Assistant Director of Admissions, IIT; Art Kaha, University of Illinois, Champaign-Urbana; and Gary Kecskes, Lawrence Institute of Technology.

The program is free to high school and college students, parents, teachers, and counselors. For reservations or further information, interested persons should call 663-4111.

Jane Lucas
Executive Director



Mock Exam Helps Candidates 'Best' the ARE

On June 4, two weeks before the actual NCARB architectural exam took place, 170 design exam candidates spent a day taking a "mock" design exam, which was prepared by architects from the Bay Area Chapter, AIA. This practice exam simulated as close as possible the actual exam-taking conditions, the program, the site, the types and quantity of drawings, and the time limitations of the actual design exam.

Candidates drawings were turned in at the end of the mock exam day, and the following Saturday, 30 experienced architects from the Chicago Chapter, some of whom had juried the NCARB exam in the past, graded the mock exams, marking them with notations concerning both the good and bad aspects of the design and recommending ways of improving them for the actual test.

The grading day began with Lou Narcissi, AIA, and Frank Heitzman, AIA, explaining to the graders the "real" grading process that has been used by NCARB in recent years. The jurors teamed up in pairs, and each graded 10 to 12 exams in the course of the morning. In the afternoon, the candidates met with their respective jurors to individually discuss the jurors' critique of their solution and learn how they could improve their designs or their process.

Steve Moylan, CCAIA Associate member, in conjunction with the CCAIA staff, did a marvelous job of making all the arrangements, scheduling the jurors and the candidates meetings, and keeping the process running smoothly.

The psychic atmosphere in the jury room was incredibly high. In the age-old tradition of mentor/apprentice relationships, which has been prevalent in this profession since the time of Amenhotep, the jurors and candidates were able to communicate in a helpful

and stimulating way. There was a tremendous amount of useful advice passed on during these sessions. One cannot help but think that the majority of the mock exam candidates directly benefited from the experience of not only taking the exam but also meeting with their jurors face to face; hearing in an unbiased way what was both good and bad about their solutions and what to do to improve them.

Everyone who sat for the exam said that this was one of the most useful events the AIA has sponsored, and they felt that it should be continued in the future. The jurors also benefited from the experience: It gave them somewhat of a direct reading of the state of preparedness of the potential candidates in Chicago who hope to qualify for licensure. It also allowed a unique process among jury partners for debating design issues. After the grading session, candidates were given their marked-up drawings to study further, and several of the best solutions were posted in the jury room for other candidates to see. The drawings were then taken to the AIA Board Room for viewing by the general membership.

Despite the overall success of the mock exam and grading process, jurors voiced their dismay at the frequent occurrence of simple but fatal mistakes and omission of program requirements overlooked by the mock exam candidates. Several general areas of advice, and concepts of how to pass this exam were collected by the jurors for future assistance to those taking the design exam. This list, printed on the following page, will also be published prior to next year's exam, in conjunction with the Young Architects Committee exam preparation sessions. This is a good checklist and, in general, good advice on how to design a building.

Frank E. Heitzman, AIA

Design Exam Checklist - Next Page



Checking Off and Getting Rid of Fatal Errors

1. Do not spend too much time developing the best concept for the design; all that is necessary is one clear, simple solution, not THE solution.

2. Make overall building shape simple, ideally a rectangle or square. Avoid exotic shapes or lots of "ins" and "outs" of the facade. It is not necessary to "articulate" the exterior wall for visual interest. The exam is intended to test only your ability to solve the functional and code-related problems, not your aesthetic design ability; and doing something you might consider attractive to the exterior wall, may negatively affect the functional layout of the interior spaces.

3. Exterior wall line of second floor should be the same as the first floor (remember simplicity).

4. Limit design to only the number of floors asked for in the program, and do not add an intermediate level, such as a mezzanine (unless the program specifically asks for it).

5. Do not have more than one main entrance to building - give it a "front." Make sure that the main entrance is in the most logical position with regard to the surrounding environment and is properly related to the major site access point and handicapped parking.

6. Make entrance lobby "generous" in size, and consider ease of traffic flow through it.

7. If you have designed an entrance vestibule with two sets of doors to get into the entrance lobby, make sure that there is sufficient space between each set of doors, to be able to get into the vestibule, and allow the doors of one set to close before opening the doors of the next set (usually about seven feet between sets of doors, minimum).

8. Organize program into public vs. private spaces.

9. Group related functions together as one space or as a "suite."

10. Do not use exotic structural systems, but keep as simple and straightforward as possible.

11. Do not make any changes of level unless there is an elevator or ramp access.

12. Make sure that all ramps are limited to one in 12 slope, have handrails on both sides, and provide for a five foot length of level landing at top and bottom.

13. Position toilet rooms back to back (try to make into a mirror image of one another).

14. Locate men and women toilet rooms on every level unless the program specifically says not to.

15. Make sure that rooms that were listed in program as requiring desirable views have the best view from the building.

16. Do not remove trees if you can avoid it.

17. When given a choice, do not put mechanical room on the second floor (more difficult to maintain).

18. Exit stairs must exit directly to outside.

19. Show foundations and footings in section and elevations.

20. Do not draw trees or people in elevation unless you can draw them well.

21. Do not try to show shades and shadows in elevation unless you are absolutely correct and unless they look good and do not detract from your design.

22. Draw in pencil, preferably H lead, and with mechanical drafting instruments. (Freehand is OK if done very well.) Use no colored markers or pencils (this has been an automatic failure in the past, since the directions tell you not to).

23. Show all door swings.

24. Show fire ratings in hours around stairs and shafts.

25. Show duct runs, supply and return from mechanical rooms.

26. Check exiting patterns to make sure:

a. Two stairs from all floor levels above the first floor.

b. Exit stairs are remote from one another.

c. Exit stairs are minimum of 44" wide.

d. Exit stair landings are minimum of 44" wide, and there is no "encroachment" into the landing by the swing of the exit door onto the landing. (Stair landing width should be adequate to accommodate swing of door into it without reducing the travel width.)

e. No double doors into or out of exit stairs.

f. Exit stairs exit directly out of building without having to pass through a lobby or other space on the ground floor.

g. Do not require that a person exiting the building go down from a higher level and go back up to exit the building (or vice versa).

h. Maximum of 100 feet travel distance to at least one exit from every room.

i. Maximum of 150 feet travel distance to at least one exit from every point.

j. Show doors from large rooms swinging out; do not reduce corridor width if doors swing out (provide a pocket for door swing).

k. Check to see if there are enough doors; large rooms require two remote exits in most cases.

27. Check building construction type to make sure it is the right one: example UBC construction types:

Type I: Fire resistive: concrete or fireproofed steel.

Type II: Non-combustible: concrete or steel, fireproofed or not, depending on level of protection required.

Type III: Combustible: concrete, masonry, steel or wood, fireproofed or not depending on level of protection required (normally "ordinary" construction, wood joists and rafters with masonry bearing walls).

Type IV: Heavy timber, minimum sizes of beams and decks, no concealed members.

Type V: Combustible: concrete, masonry, steel or wood, fireproofed or not depending on level of protection required (normally wood construction).

Can Profession Meet Five Major Challenges?

By Frank E. Heitzman, AIA

As many of you know, I enjoy reading in my spare time, particularly books dealing with the historical aspects of our profession. A friend recently sent me a book, which I most likely would have overlooked and never have cracked the cover, but once I got past the title it proved to be a most intriguing long range look at the past, present, and future trends of architectural practice. It is called *Architectural Practice, a Critical View*, published by Princeton Architectural Press in 1988 and written by Robert Gutman, distinguished Professor of Sociology at Rutgers University, who also teaches a course in the history of the architectural profession at Princeton. His credentials are impeccable, his style very readable, and the content of his ideas are provocative, to say the least.

His main thesis is that there are significant transformations now taking place in the context of our profession. These are summarized as follows:

1. A recent tremendous increase in the demand for architectural services;
2. A revision in clients' minds about the types of services to be required of architects, e.g., interior architecture, space planning, maintenance cost estimates, post occupancy evaluations, building diagnostics, and "facade architecture," or "imageability";
3. The recent oversupply of entrants into the profession;
4. New skills required due to the increasing complexity of buildings;
5. An increase in the professionalism and sophistication of the construction industry;
6. An increase of knowledge and sophistication of many client organizations, many of whom have architects in advisory roles on their staffs;
7. An increase in competition between architects and interior designers for the same work;

8. An increase in competition for the same jobs within the profession itself;

9. An increase in difficulty of architects in obtaining profitability for the firm and personal income;

10. An increase in number of federal, state, and local regulations affecting building design.

Most architects practicing today probably would say that Dr. Gutman has touched a nerve. He has put into words what many of us have vaguely felt in the backs of our minds as we practice and become engaged in discussions of these issues. He claims that, based on his unbiased observations, these changes have been a source of anxiety and strain to architects. To the extent that some of these changes have been acknowledged forthrightly by the profession, contemporary architectural practice has been able to adjust to meet the challenge. However, the author states that some of these issues are still being ignored. Dr. Gutman thus poses a list of five major challenges to the profession and expounds on the reasons why they are not now being met.

Challenge 1: The need to match the demand for architectural services to the supply.

Supply Side: Numbers of students could be limited (as medicine currently does), but firms need a steady, inexpensive source of young, well-educated graduates, so this may not be desirable. Medicine deals with this problem through a system of internships and residencies; both law and medicine recognize a broad hierarchy in their professions, such as nursing and pharmacy in medicine, and in law, paralegals.

Demand Side: Marketing and public relations efforts can help stimulate need for architects; public construction can be stimulated through lobbying efforts.

Challenge 2: The need to develop a philosophy of practice consistent with the expectations of the building industry.

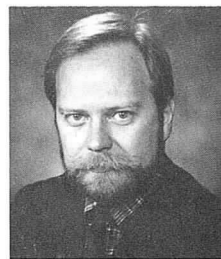
Dr. Gutman takes the AIA to task for inadequately addressing this problem, owing to widespread disagreement with its policies on design-build and advertising in the past and its stand on interior design licensing in the present. A telling sign of the decline of the AIA's influence on the consistent interpretation of the practice of architecture is reflected in the forced abandonment of the AIA Code of Ethics for ten years and the formation of fragmented

groups that represent special interests of architects (e.g., the Chicago Architecture Club).

Dr. Gutman feels that a consistent and shared viewpoint about the philosophy of architectural practice is necessary for practitioners to conceive a clear and positive self-image, for clients and users of architectural services to understand better what architects do, and for the profession to develop a strategy for dealing with other competing building professions.

Challenge 3: The need to maintain a secure hold on the market for services when competing professions are being created.

This is an age-old problem, which is being dealt with in new ways. There is an emerging trend of specialization in architecture as one response. In addition, the traditional single practitioner is becoming less prominent as the typical architectural office, replaced by firms of architects. (Witness the recent CCAIA *Firm Profile* as an example, compared with a membership directory



I encourage our members to read this book and invite comments on the challenges it presents

printed a number of years ago which focused on the individual member rather than firms.)

The third emerging way of dealing with this problem is to offer only those services that are distinctive to the profession of architecture, that is, building design rather than construction documents or what used to be known as comprehensive services. This is somewhat in opposition to the tradition of architecture in this country but has parallels in the Renaissance, in nineteenth century dilettantism, and in present day France.

Challenge 4: The need to find ways of maintaining profitability.

There are currently three solutions being tried to deal with this challenge. The first is to generate income from other sources such as real estate development and construction subsidiaries. This strategy has recently been given the approval of the AIA. A parallel technique is to have two simultaneous tracks of design methodology in some offices: a very profitable, efficiently-run

See Challenges on page 19

Sketchbook

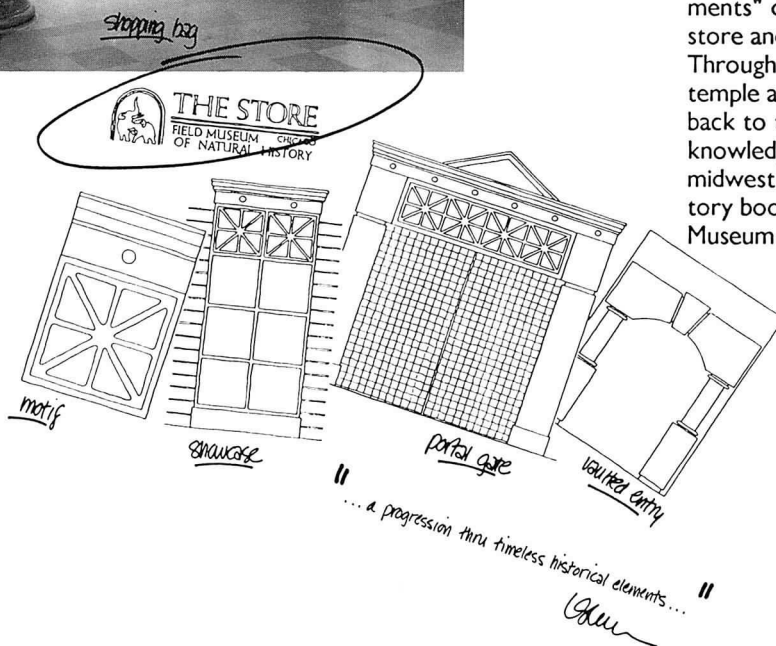
Museums/Exhibition Spaces

Sketchbook Schedule

- November - PERFORMING ARTS.
Material due September 14
 - December - RELIGIOUS BUILDINGS.
Material due October 19.
 - January - TRANSPORTATION
Material due November 16.
- Please submit a photograph, along with a sketch (preliminary sketches are of particular interest) or a hard line drawing, and a description of the project and firm, each up to 100 words.

Linda S. Levin, AIA

From her river north office, which opened November 1986, Linda S. Levin, AIA, has been involved in a variety of architectural and design projects within the metropolitan Chicago area. Completed work includes the remodeling of University Savings & Loan Association in Hyde Park, an addition to Piser-Weinstein Menorah Chapels in Skokie and several residential projects. Previously, as a consultant to the firm A. Epstein and Sons, Inc., Levin co-authored the design of the store, "Marketplace for the Arts," which appeared in the April 1986 issue of *Architecture* magazine.



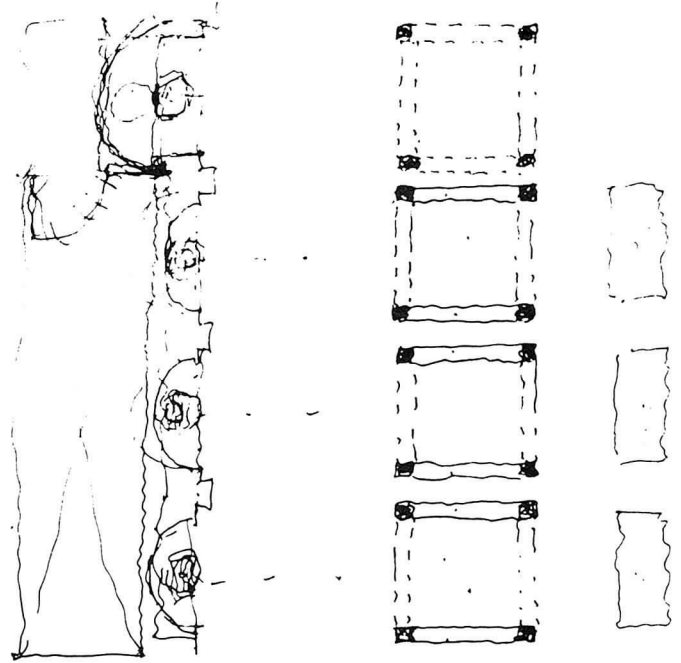
The Store

Field Museum of Natural History

A new image, expansion of merchandise classification, increased sales activity, and a finished product in harmony with the grandeur of adjacent Stanley Field Hall were among the major goals and challenges set forth by the client. Eggshell colored monumental free-standing showcases, placed between existing columns and walls, define the perimeter and highlight merchandise. A cornice profile and wagon wheel detail, used throughout, has been adapted from the museum's architectural motif. Inside, a progression of "timeless historical elements" draws customers through the store and unites various departments. Through portal entry gates, a Greek-like temple and vaulted passageway, one is led back to the "inner sanctum of knowledge"...an area housing the midwest's largest collection of natural history books. (Photo: Ron Testa, Field Museum of Natural History, Chicago.)

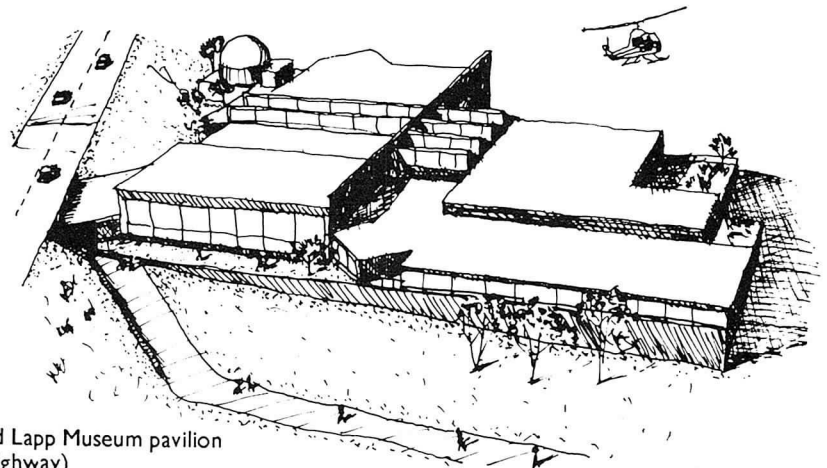
Stanley Tigerman
Tigerman McCurry

Installation for Exhibition "Chicago
Architecture 1872-1922: Birth of a
Metropolis"
The Art Institute of Chicago

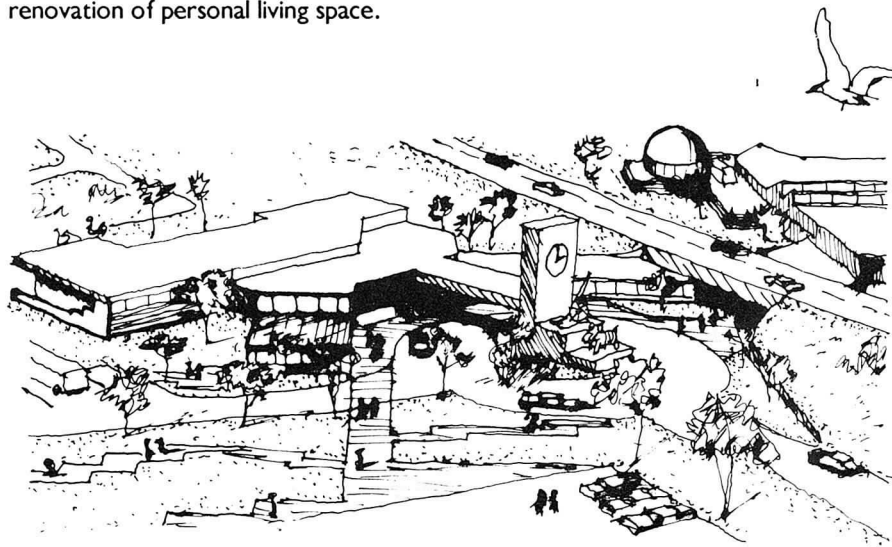


Pressman Associates

The firm of Pressman Associates, with an architect and psychology intern as principals, has numerous design awards to its credit, including first place in an international competition sponsored by Misawa Homes and the Building Center of Japan. Projects have appeared in *Architecture*, *Popular Science*, and *Qualified Remodeler*. Their column on residential design, "Transformations," is forthcoming in the *Washington Post*. Their book, *Integrated Space Systems*, published by Van Nostrand Reinhold, develops and illustrates a behavioral architecture for renovation of personal living space.



Arctic and Lapp Museum pavilion
(east of highway)

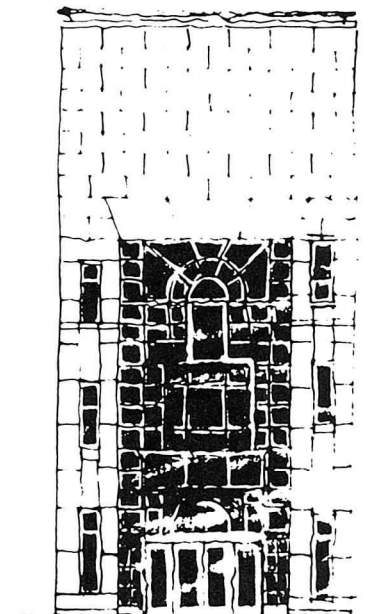
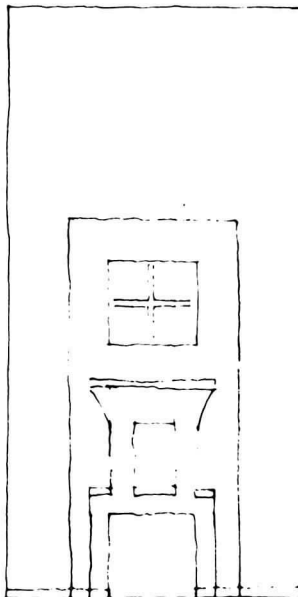
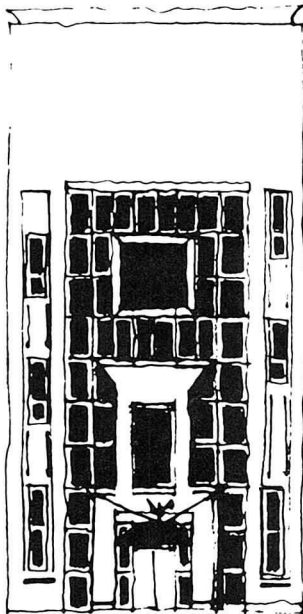
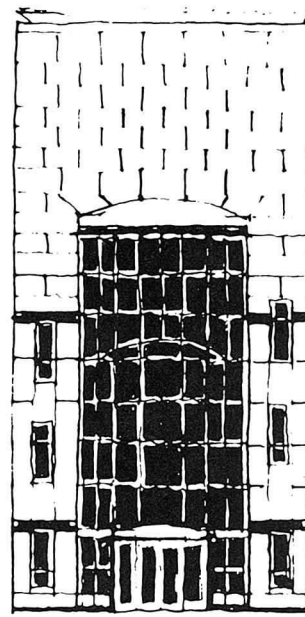
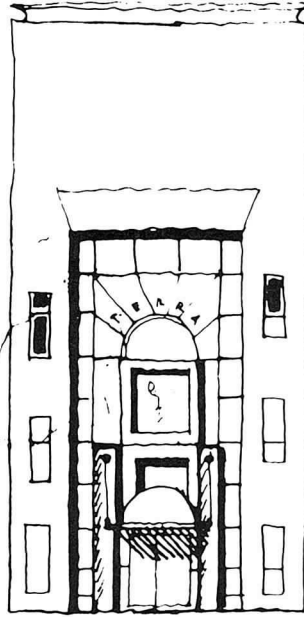
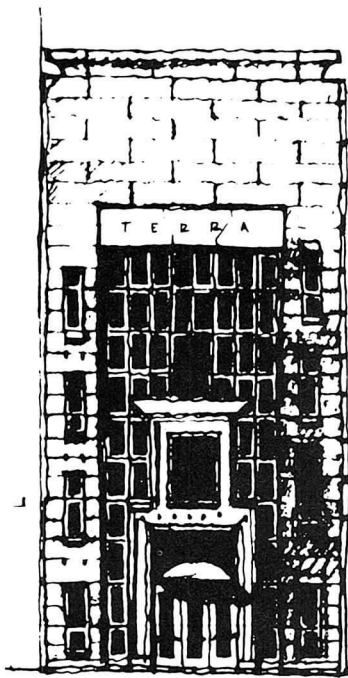


Entry pavilion (west of highway)

Arctic Centre

The competition brief for this museum complex, located in Rovaniemi, Finland, called for two related centers: the "Arctic Museum" serves as an information and exhibition nucleus for the arctic region, and the "Lapland Provincial Museum" is dedicated to education in Lapp culture.

A design priority was to develop a single entry pavilion incorporating shared support functions. This facilitated grouping exhibit spaces for both museums, and orienting them toward the river front portion of the site. An internal street links the main lobby with the two museums as it slides under a highway that bisects the site. A major part of the building is set into the natural contours for protection against the harsh climate.



The Terra Museum of American Art
 Larry Booth's sketches for the design of the Terra's Michigan Avenue facade, ultimately resulting in a grey-veined white Vermont marble surface with a 45' high view of the museum's sloping ramps that define its five-story atrium. (Photo: Wayne Cable.)

Booth/Hansen & Associates
 The work of Booth/Hansen & Associates includes projects for prominent commercial developers, museums, universities, public and private institutions, professional firms, and corporations. For these clients, the firm has been involved in projects involving new construction, restoration and rehabilitation, interior design, and comprehensive planning. Recent representative projects include the Terra Museum of American Art, Helene Curtis Industries Corporate Headquarters, Hotel Morton, and Grace Place Episcopal Church & Community Center.

Challenges

Continued from page 15

project type that is a fee generator (e.g., space planning) and the more costly complete service architectural project, which is typically a fee consumer.

The second strategy is to manage projects and the work in the office more efficiently through computerization and well-known personnel management programs, which are now available at low cost to all sizes of firms. The third strategy is to develop aggressive public relations and marketing programs to maintain a steady flow of profitable jobs into the office.

Challenge 5: The need to motivate architects working in an organizational setting (the new architectural firm) and keep morale high.

This is a challenge unique to the architectural profession, where individuals think of themselves not in terms of their role in the organization but in terms of their individual contributions to the environment. The current ideals of practice tend to equate excellence in practice with design excellence, ignoring the quality of the professional service or the performance of the building. Typically, the principals of larger, well-managed firms make the important design decisions, relegating their staff to drawing up the plans and details.

The other common employment situation is a small "atelier"-like firm where all architects are given design responsibilities. But these firms are normally haphazardly managed and have a short life. When they do survive and grow, they take on the same bureaucratic problems as the larger firms.

One potential solution to this dilemma is to develop various career paths and specialized practices with architects trained for a specific role in a firm, so that not all architects see themselves as frustrated designers.

Since these challenges strike at the heart of our profession, and our solutions to them (assuming that we do not continue to ignore them) will profoundly affect the system of building production, I encourage all of our members to critically read this book.

I would like to continue the dialogue on this issue, and invite letters from you to the editor or to me regarding any or all of these challenges. Pertinent and informative letters will be published in *Focus*.

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Quality Control in Specifications

By Richard L. Levin, CCS
President, Chicago Chapter CSI

Let's face it. If given the choice, most architects would have little to do with the preparation or use of specifications for their construction projects. All things considered, it always appears to be the least glamorous, engaging or understood, and the most tedious and overwhelming aspect of the profession. After all, doesn't every architect dream of being a world-famous designer? Unfortunately, these notions flourish due to the lack of emphasis placed on specifications in our college curricula.

However, those specifiers who specialize in the preparation of construction specifications have strong differing views. They realize the importance of specifications to the architectural process and are eager to fulfill a need by applying their organizational skills. They conquer the tedium and an otherwise insurmountable task by having developed a system - a system that prevents them from being overwhelmed by a multitude of details and instead, rewards them with the research, collaboration with professionals, and sheer excitement of contributing to the design and construction of a beautiful structure.

This article addresses key elements of a system needed to effectively establish and maintain quality control in specifications. Communication, uniformity, consistency, checklists, drawing-spec coordination, and master specifications are the watchwords. Just as proper leverage can move mountains, a system enables the architect to prepare or use specifications with confidence.

Complete communication of the project design by the architect to the consultants and contractor is fundamental to cost effective construction. The communication greatly depends on having a complete and fully coordinated

Project Manual consisting of bidding and contract requirements, specifications, addenda, and contract modifications.

An experienced specifier, preferably a certified construction specifier, often takes an active role in spearheading the coordination of documents. He or she will normally adhere to specifying principles of the Construction Specifications Institute (CSI), whose Manual of Practice (MOP) encourages a standardized approach to the placement of information within the documents. An adjunct to this is the "Uniform Location of Subject Matter and Information in Construction Documents," jointly prepared by the AIA and the Engineer's Joint Contract Documents Committee (EJCDC). Furthermore, the MOP promotes the organization of specification sections into 16 Divisions, and each section into three-part format. This uniform approach to the location of subject matter greatly simplifies locating and retrieving information, and thereby creates a very effective communicating tool.

The specifier must determine each source of information needed for proper coordination, that is, those items to be specified by other project team members. For instance, insurance liability limits normally are provided by the owner, while the engineer may specify access doors, color coded paint for piping, etc. A checklist, based on the CSI list of section numbers and titles (Masterformat) is helpful for coordinating specification items or sections prepared by the consultants.

The structure of a specification section may be refined by development of page format, text conventions, and standard formats for addenda and contract modifications. Page format can be as detailed as determining left, right, top and bottom margins, spacing between headings and text, and the location and extent of standard project identification on each page. Text conventions establish particular word definitions, capitalization, abbreviations, and the use of upper and lower caps.

The Project Manual and Drawings are both needed to fully convey the design and complement each other. Drawings show form, quantity, and relationships of construction materials. Specifications show quality of materials and workmanship. Due to their complementary nature, specifications should supplement, not repeat, information shown on the drawings, and vice versa. This is important since careless coordination between the two will

often result in discrepancies that ultimately lead to ambiguous requirements and erroneous interpretations. This is usually followed by change orders and extra costs. Similarly, consistent terminology used in specifications and drawings will prevent confusion.

Establishing communication and an information exchange within the office is very effective in achieving consistency between specifications and drawings. As the project starts, a series of meetings should be held involving the designer, draftsman, and specifier, at which time an outline specification is developed. Similar meetings should be held as the design progresses, at which time detail is added to the outline specification accordingly.

The use of checklists is helpful for making sure necessary items are included in the specifications, that specified items are consistent with the drawings, and that drawings and specifications do not contain duplications. Checklists may be maintained and updated throughout each phase of the project, thus serving as a constant reminder to specify an item or to coordinate with other work. Checklists are also effective in promoting communication between project team members.

Attention to specification language is another way to assure quality control within the documents. "Be clear, be correct, be complete, and be concise," as stated in the CSI Manual of Practice,



Communication, uniformity, consistency, checklists, drawing-spec coordination, and master specifications are the watchwords to effectively establish and maintain quality control in specifications

are essentials to the preparation of text. The specifier should develop a keen awareness of vocabulary, spelling, abbreviations, symbols, numbers, capitalization, punctuation, grammar, and sentence structure. Although this may mimic a third grade primer, sloppy language should be checked, especially when coordinating consultant-prepared text. Otherwise, costly errors may result.

Revisions made in the form of additions, deletions, and modifications to the documents are referred to as "addenda" when they occur during the bidding period. After the Owner-Contractor Agreement has been signed, "contract



Levin

modifications" are executed by change order, supplemental instruction, and field order. In each case, a standard method should be established for revising specification pages. Revisions with their corresponding revision numbers and dates should be consistently indicated. Whether a page has been revised several times or has a great deal of text added, any revision method may be used as long as it is consistent and clearly illustrates a page's complete history, from original issue to latest revision.

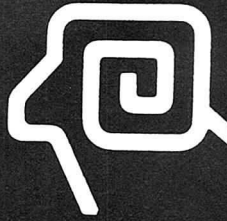
To properly coordinate specifications prepared by other firms, it is helpful to establish guidelines to be followed by each consultant. The guidelines should address specifying principles including samples of applicable specification section and revision formats. One may also develop a schedule for submitting interim review drafts in order to assure uniform terminology, cross-references, etc.

No discussion of quality control in specifications is complete without mentioning master specifications. Project manuals are rarely prepared from scratch. Instead, most firms either use commercially available masters or their own office masters. In either case, the use of a master is extremely efficient in producing clear, concise, complete, and correct specifications. Each master section contains standard paragraphs normally applicable to the work, accompanied by several possible alternatives. Editorial notes within the text either direct or alert the specifier in making decisions as sections are edited to suit the project.

The advantages of using master specifications are as follows:

- ▶ They create a level of generally accepted professional practice.
 - ▶ They promote communication and coordination.
 - ▶ They serve as tools for feedback.
- Previous job experience may be incorporated into the masters for the benefit of future projects.
- ▶ They prevent repeating mistakes.

No doubt the preparation of construction specifications is a formidable task. However, a methodical, organized approach is the answer for anyone who encounters a tumble with specifications at any time in their career. If all else fails, it may help to remember that they are to be mastered, and not feared.



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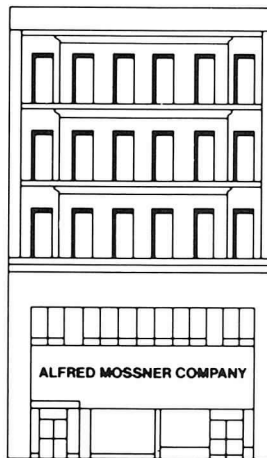
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September

1 ▼ CCAIA Photography Exhibit

Work of Ron Gordon. Chapter Board Room through October.

2 ▼ October Focus Deadline

6 ▼ Young Architects 'Back Woods Retreat'

Informal exchange at Canoe Club, 2843 N. Halsted. 6 p.m.

9 ▼ Architectural Sculpture Exhibition

Work of John Heric. Nina Owen, Ltd. Gallery, 620 N. Michigan. Tues.-Fri., 10 a.m.-5 p.m., Sat. 12-5 p.m. Through Oct. 31.

13 ▼ CCAIA Executive Committee

8 a.m. Chapter Board Room

14 ▼ Real Estate Program

Development: Financing & Acquisitions. 5-7:30 p.m. Merchandise Mart, 2nd floor conference room. \$5, \$7 non-members. Reservations by September 12. Call 663-4111.

15 ▼ Computer Committee Program

Demonstration/presentation on location. At Hancock & Hancock, Inc., 230 N. Michigan, 2nd fl. 5:30 p.m.

CSI, Northern Illinois Chapter Workshop/Dinner

Steel Deck Design for Diaphragm Bracing. Speaker: Dr. Larry Luttrell, P.E. Holiday Inn, 860 W. Irving Park Rd., Itasca. Technical Workshop, 4-6 p.m. Dinner, 7 p.m. Dinner Program, 8 p.m. Workshop only \$10, Dinner Mtg. only, \$15, Workshop & dinner mtg., \$20. Reservations/information: Ed Janis, 325-6160.

16 ▼ Symposium

Ludwig Hilberseimer-The Human Environment; Celebration & Prospect. Through 9/17 at Graham Foundation. 9 a.m.-5 p.m. Information: IIT, 567-3261.

18 ▼ WAL Membership Tea

For members & prospective members at home of Seymour & Cynthia Goldberg, 536 W. Barry, Chicago. RSVP/information: Ruth Anderson, 331-4852.

20 ▼ Young Architects 'Backwoods Retreat Night'

Informal exchange at the Canoe Club, 2843 N. Halsted. 6 p.m.

22 ▼ Real Estate Committee Meeting

At VOA offices, 435 N. Michigan. 5-6 p.m.

24 ▼ Chicago by Design Tour

Begin at Dearborn Station at 8:15. Use mailing brochure to make reservation.

25 ▼ Exhibition Opening

Artists and Architects: Influence + Collaboration. Prairie Avenue Gallery, 1900 S. Prairie Ave.

27 ▼ CCAIA Board Meeting

12 noon. Chapter Board Room.

28 ▼ Panel Discussion

In conjunction with exhibition *Artists and Architects: Influence + Collaboration.* Sponsored by CCAIA Young Architects Committee. 6-8 p.m. Prairie Avenue Gallery, 1900 S. Prairie Ave. \$5, \$7 to non-members, \$2.50 students. Reservations: 663-4111.

30 ▼ Design Award Submission Deadline

American Wood Council program honoring design excellence in wood buildings. For requirements/entry forms: American Wood Council, 202/833-1595.

Abstracts Due

Call for papers - *Architectural Artisanry: Preservation by Design.* Symposium & exhibit Mar. 17-19, 1989, New Bedford & North Dartmouth, Mass. Direct inquiries to Philip Marshall, Swain School of Design, 508/944-0262 or 508/997-7831.



October

1 ▼ Career Day in Architecture

For H.S. and college students seeking information about careers in architecture. Stock Exchange Trading Room at Art Institute. Registration, 9 a.m. Reservations/information: 663-4111.

5 ▼ APT Annual Conference

Association for Preservation Technology Conference, *20/20 Visions.* Through 10/8 at Copley Plaza Hotel, Boston. Reservation information: 800/225-7654, TELEX 951858.

CSI, Northern Illinois Chap. Educational Program

Exterior Insulation & Finish Systems. Fredrich Goeman & John Lamb, CSI, W.R. Bonsal Co. 6:30-9:30 p.m. Holiday Inn, 860 W. Irving Park Rd., Itasca. \$15 CSI members, \$20 non-members. Information/reservations: Ed Janis 325-6160.

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SPECIAL REPORT

Membership Survey - Part III

In the June *Focus* we examined results of this year's membership survey pertaining to "Opinions and Perceptions of the AIA"; in the July/August issue, we looked at how our members feel about and what they want from Chapter Programs. Now, this month we provide some information about our members and the firms in which they are employed.

11.8% of our respondents are female, 88.2% male, which corresponds directly to the total Chapter female/male membership ratio. 91% are Caucasian, 2% Asian, Indian/Pakistan, 1% other. 80% are AIA members, 13% Associate members, 4% Professional Affiliates, and 2% Emeriti.

32% of the respondents have been members for over 10 years, 21% from 6 to 10 years, 31% 2 to 5 years, and 17% less than 2 years.

53.8% of the respondents have their dues paid by the firm, 41% pay their own dues, and 5.2% have a 50/50 arrangement with their firm. When sorted by firm size, the results showed that 40% of members who worked in small firms had their dues paid by the firm, while 64% of members who worked in larger firms had their membership dues paid by the firm. When sorted by membership category, firms were more apt to pay membership dues for AIA members than for Associates.

46% of respondents were employed in small firms (less than 10 employees); of that, the greater percentage of respondents was from firms employing four or less employees. 50% of respondents were employed in larger firms (more than 10 employees), with the largest percentage coming from firms employing between 10 and 19.

The North Side of Chicago and the Near North suburbs have the largest concentration of member firms outside of the loop. 68% of our firms have their office in the Loop, 9% on the North Side, 18% in the northern suburbs, 8% in the western suburbs, 2% from the West Side, 2% from the South Side, and 1% in the southern suburbs.

48% of the survey respondents are firm principals, 20% are project managers/architects

The survey is a valuable tool for planning; the information has already been put to use in determining the content, location, and time of future programs. We will be making a concerted effort to include our suburban members in future activities. All of the data will be used in our membership recruitment activities.

Many members applauded the survey as a commitment to get to know the Chapter membership. However, many of the comments indicated that the Chapter is perceived as a clique, existing only to further the interests of a select few, too large to be of service on a more personal level, and focused on Loop members. The Board will be very careful to allay that perception in the future. A review of current Board membership shows that the Chapter is more broadly based now than ever before.

Even though the Chicago Chapter is the seventh largest in the country, it can still reach out, be sensitive, and establish a more intimate connection with its members, and through its committees address members' particular needs and interests



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▼
MRSA Architects and Planners has designed a new space for their office at 361 W. Chestnut. Same address, same phone number - 649-6772.

▼
Chicago Associates Planners and Architects is now located at 1807 W. Sunnyside, Suite 300, Chicago 60640, phone 275-1807.

▼
Hartshorne Plunkard Ltd. has announced the expansion and relocation of their offices to 1415 N. Dayton. The new phone number is 664-7272. The firm is currently working on a number of both commercial and residential projects including a 25,000 s.f. loft rehab and a planned unit development of 46 residences on 5.5 acres, both under construction.

▼
Diane Legge, was a member of the jury for the Texas Society of Architects Design Awards competition in July.

▼
Hansen Lind Meyer announces that **Daniel Moore, AIA**, and **Jeffrey L. Garrett** have been named Associate Principals. Moore is a Project Director and Garrett is Corporate Director of Structural Engineering. HLM's Board also has elected **Mark Balasi, AIA**, **Gary Betts**, and **Joseph DeVoss** to Senior Associate. Balasi and DeVoss are Project Architects and Betts is a Specifications Writer. Four others on the Chicago staff were elected Associates, including **Sheila Cahnman, AIA, Project Architect**; **Elizabeth Rack, Project Designer**; **Janet Shen, Landscape Architect**; and **Renee Petersen**, currently a Health Care Marketer.

▼
 In June CCAIA Professional Affiliate member, **Mary Jo Graff**, was appointed Special Projects Division Business Development Manager at Turner Construction Company. Graff's responsibilities include new business development, coordinating the firm's marketing activities, directing the public relations program, and liaison with related professional organizations.

▼
Alan Aubrey Swift, AIA, has joined Otis Associates as an Associate in the firm. Swift was formerly with Skidmore, Owings & Merrill as Technical Coordinator.

▼
D. Scott O'Brien has been named Manager of Business Development in Chicago for The Austin Company. O'Brien will assist Austin in selecting new design, engineering, and construction opportunities as well as expanding the scope of operations for Austin's Loop office.

▼
Richard F. Hansen, FAIA, a founder of Hansen Lind Meyer and recognized as a leading health care architect, was the key speaker at the June annual meeting of the Chicago Building Congress. Hansen presented an optimistic forecast in the health care facility field. He has been responsible as a Project Director/Planner/Designer for over one billion dollars in health facilities, including Rush-Presbyterian-St. Luke's Medical Center, the University of Iowa Hospitals and Clinics in Iowa City, and the University of Michigan Hospitals and Clinics in Ann Arbor.

▼
Perkins & Will has announced that **Jerry L. Quebe, FAIA**, has joined the firm as Principal of its health-care design practice. Quebe's 23-year architectural career has been devoted to the planning, design, and management of medical projects across the country. He will lead the firm's health-care design practice.

▼
Green Hiltcher Shapiro, Ltd. has named **William T. Chin** as an Associate in the firm.

▼
The Women's Architectural League presented scholarships to three architecture students at the WAL annual awards dinner this past spring. **Jamee Carlin** and **Jane Levin** from the University of Illinois, Chicago; **Kenneth Ahn** and **Jamie Lis** from the University of Illinois, Champaign/Urbana; **Steven Beck** and **Gretchen Stahl**

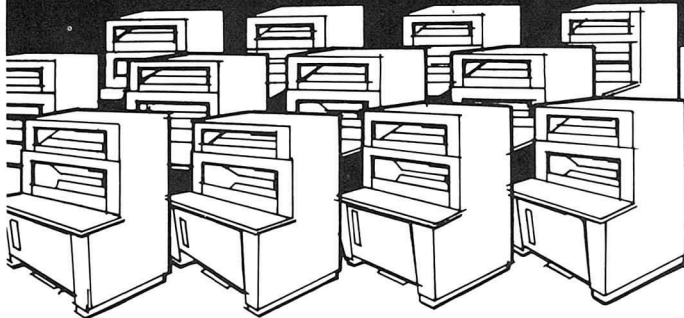
of the Illinois Institute of Technology each received \$1,000 scholarships made possible by the WAL's annual selling of greeting cards. See "News" this issue of *Focus*.

▼
The Society for Marketing Professional Services (SMPS) recently introduced its 1988-89 officers: President, **Ronald Timm, R.E.**, Timm & Associates, Inc.; Vice President, **Joan Rasmann, Matthei & Colin**; Secretary, **Roger Nathan, Jeanne Hartnett & Associates**; Treasurer, **Peter Polster, Greeley & Hansen**; Programs, **Melissa Lee Hortik, GHK**; Education, **Pamela Eccles, Perkins & Will**; Public Relations, **Cara Chandler, R.E. Timm & Associates**; Resources, **Jon Griffis, Turner Construction**. Ex-Officio member of the Board is **Pat Rosenzweig, Rosenzweig Professional Services Marketing**; and Past President is **Darrell Beal, Cini-Little International**. Congratulations to the new board of officers of this fine organization of individuals engaged in marketing and business development at architectural, engineering, interior design, planning, and landscape architecture firms, and general contractors and food services.

▼
A fall conference on urbanism, sponsored by the School of Architecture and Urban Planning at the University of Wisconsin is scheduled for Friday, October 14. The conference is organized by the student/faculty group **Women and Architecture** and will feature presentations from five nationally recognized and prominent architects: **Diana Agrest, Agrest/Gandelson Architects, NY, NY**; **Diana Balmori, Cesar Pelli & Associates, New Haven**; **Elizabeth Cann, University of Oregon, Eugene**; **Miriam Gusevich, University of Wisconsin, Milwaukee**; and **Barbara Littenberg, Littenberg/Petersen Architects, NY, NY**. Each of the speakers will present a current project followed by a discussion and critique session by fellow panelists. *Inland Architect* Editor **Cynthia Davidson-Powers** will act as moderator. The conference, "The City of the 1990s," will be held on the fourth floor of **Golda Meir library, 2311 E. Hartford Ave., Milwaukee**. Questions regarding the conference may be directed to **Audrey Maynard** at 414/229-4014 or 414/229-5564.

▼
The Interfaith Forum of Religion, Art and Architecture (IFRAA) will sponsor a two-day conference "Conversions," which chronicles the metamorphoses occurring in today's urban church-►

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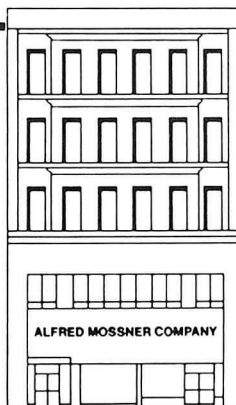
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ches. "Conversions," which begins in Chicago at 4:00 p.m., Sunday, October 9, at the Chicago Temple, 77 W. Washington, will consider ways in which city churches are adapting their facilities, physically and architecturally, to meet the changing needs in their communities; changes brought about by the realities of poverty and homelessness, rising property values, "Third World" conditions, and relocation of worshippers. Participants will tour a number of urban churches. Richard Luecke, Education Director of the Community Renewal Society, will be the keynote speaker. The registration fee of \$35 includes tours, Monday lunch, and refreshments. Registration forms and additional conference information may be obtained by calling Richard Kalb at 559-0040.

▼
Martin Associates, landscape architects, is sponsoring a seminar on atrium space planning. James Martin and representatives from Charles H. Shaw Company, and Tropical Plant Rentals will discuss how money and time can be saved with proper treatment of HVAC, Preparing Specs, Plumbing, Natural Light, Electrical, Water Temperature, Artificial Lighting, Schedule, and Delivery. "Atrium Design: Avoiding Costly Errors" will be held October 27 at the Deerfield Embassy Suites Hotel at the Tri-State Tollway and Lake Cook Road. Registration begins at 7:45 a.m. for breakfast, with programs until 11:00 a.m. sharp. There is a \$25 fee, which will be donated to Neighborhoods, a program of Open Lands Project. Call Dave Scatterday at 634-1660 for more information.

▼
The American Wood Council invites entries in the **Wood Design Award Program**. Awards will be given for residential and nonresidential buildings, both new and remodeled, completed since January 1985. To qualify, buildings must have a dominant wood appearance, although they need not be built entirely of wood. Remodelings or additions must involve a significant alteration to the structure. There is no entry fee. Deadline for receipt of submissions is Sept. 30. Program requirements/entry forms: American Wood Council, 1250 Connecticut Ave., N.W., Washington, D.C. 20036. Phone: 202/833-1595.

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