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CCAI A FOCUS



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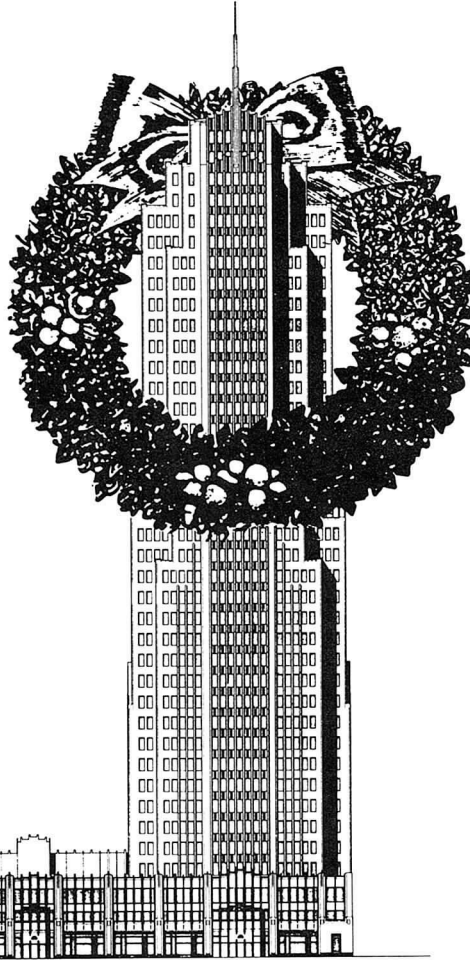
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THE CHAPTER CIRCUIT

PROGRAMS AND EVENTS

It's a Holiday Party - Grand and Jolly



COVER: Michigan Avenue entrance of Neiman-Marcus at Olympia Centre. Skidmore, Owings & Merrill, 1986. Photo: Hedrich-Blessing. Christmas in Chicago means shopping in a variety of retail environments, in some of the world's most famous and unique stores. Retail projects are featured in this month's Sketchbook. Essays open Sketchbook on page 8.

Picture yourself in one of the city's most exciting new buildings for the last CCAIA social event of the year. The building is NBC Tower, at 455 N. Cityfront Plaza Drive (Michigan Avenue at the River).

On December 8, from 6:30 to 8:30 p.m., you're invited to join us there for the Chapter's annual holiday celebration. Paul Gapp, Chicago Tribune architectural critic, calls NBC Tower "a triumph of good taste, skillful detailing and a mature respect for architectural history."

The CCAIA plans to host its holiday gala on the 29th floor of this fabulous building, where the view of our city's skyline is absolutely breathtaking.

The CCAIA's Young Architects Committee have joined forces this year to host a special variety show filled with performances by many of Chicago's well-known, and not-so-known architectural professionals. Come join us in the fun.

The cost for this event is \$25 per person, a special rate at \$5 for students. For more information, call the CCAIA office at 663-4111.

Computer Committee Keeps Those Sessions Coming

The Computer Committee will host a session about using micro-based CADD for a large project, featuring Autocad running on a Novell network with 10CAD.

The session will be held at Lester B. Knight & Associates, Inc., 549 W. Randolph St., Thursday, December 14 at 5:30 p.m.

Brian Smith

So You Want to be an Architect/Developer

On Saturday, March 3, 1990, the CCAIA Real Estate Committee will present a full day seminar, "Architects as Developers" at the Holiday Inn City Centre in Chicago. The seminar is geared to architects who are interested in doing development work for the first time, as well as architects who have development experience.

The program is tentatively scheduled. The morning session will consist of case studies presented by architects who have engaged in development work. The projects presented will

range from small residential to large commercial developments. Each architect/developer will present his or her case study with legal, financial or other advisors who assisted that architect/developer in the project presented.

Lunch will be served to participants and speakers in an informal setting whereby speakers will be available for questions.

The afternoon session will be presented in a subject matter approach consisting of three panel discussions simultaneously presented in "break out" rooms. One panel will cover marketing concerns, such as what kind of deals are apparently working best, how the market may be changing in the near future, and the geographic areas where certain kinds of developments are doing well.

The second panel will cover financing topics, including raising cash as seed money, equity requirements, financing alternatives, how to work effectively with a lender, and selling and owning investment property.

The third panel will cover legal requirements for obtaining debt and equity financing, including securities implications, how lawyers can help guide developers through the entire development process, and how agreements with contractors have to be carefully drawn and negotiated.

More information will follow in February's FOCUS, and a separate brochure will be sent this winter to AIA members.

Josh M. Leavitt
Program Coordinator
Suzanne Roubik
Committee Chair

CCAIA Nominating Committee Seeks Board Candidates

The Nominating Committee will soon begin its deliberations in selecting a slate of officers to fill 14 soon-to-be open positions on the Chapter Board of Directors.

The Committee extends an invitation to all members to submit an application for consideration. The following positions will be vacant on June 1, 1990:

- ▶ First Vice-President (President-elect)
- ▶ Two Vice-Presidents for two-year terms
- ▶ Secretary for a two-year term
- ▶ Two Directors for three-year terms
- ▶ Associate Director for one-year term
- ▶ Young Architect Director for one-year term
- ▶ Student Director for one-year term
- ▶ Two Illinois Council Delegates for two-year terms beginning December 1990
- ▶ Three Illinois Council Delegates for two-year terms beginning June 1990
- ▶ Professional Affiliate Director for one-year term

If you would like to know more about the duties of these positions, please come into the office to look at the Chapter Bylaws, or call the committee chair, Frank Heitzman at 708/848-8844.

The Nominating Committee will meet several times to consider candidates qualifications and interests. Please submit your resume or curriculum vitae to the committee chair, % of the Chapter office, by February 1. If you wish you may also petition for nomination by a petition signed by at least 25 members in good standing of the Chapter.

Participating in Chapter activities and growth through service on the Board of Directors requires a major contribution of time, energy, and knowledge. You must be able to communicate effectively, take a leadership role, and strive to assume an unbiased position.

The Chicago Chapter is the third largest component in the AIA and is the most vital organization of architects in the country. Involvement in the ▶

Statement of Ownership, Management and Circulation

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Corrections

The FOCUS apologizes to two of our Chapter members who were omitted from the October FOCUS list of those who have been members of the Chicago Chapter for 25 years or longer:

Norman J. Schlossman, FAIA, of Loebel Schlossman & Hackl, has been a member of the Chapter since 1935, and **Richard Conte, AIA**, who joined the Institute and Chapter in 1950.

CCAIA Chapter Dinner Meeting

January 16, 1990, Merchandise mart, cocktails, 5:30/dinner, 6:30 p.m.

Daniel Weil, Building Commissioner for the city of Chicago will outline his plans for the new building department.

Board's endeavors is an extremely effective way of becoming an "ambassador" for our profession. Membership on the Board of Directors is an opportunity that is open to all members.

The Nominating Committee will also be considering candidates for committee chair positions and for possible future recommendations for nominations to city boards and commissions. If you have any special interests in these areas of service, please note on your resume.

Frank E. Heltzman, AIA
Chair

New Student Affairs Committee Chair

The CCAIA is excited about its newest committee chair, John deSalvo. A design architect at Jack Train Associates, DeSalvo has agreed to take on the role of liaison between Chicago architectural students and the CCAIA, thus serving as the Chapter's Student Affairs Committee Chair.

DeSalvo, who was formerly with Skidmore, Owings & Merrill, has big plans for the Student Affairs Committee. The Mentor Program, or Student/Professional Liaison Program, is an area of great importance to him. DeSalvo feels the program, designed to give structure, direction, and support to the academic experience, is not only valuable for the student, but will serve as a vehicle through which the architect can observe and discuss the current state of architectural education.

Building tours of current Chicago projects is another activity that DeSalvo feels would be of educational significance to students. "Chicago has a unique architectural history and is still a world leader in design today. I believe going to school in Chicago offers a unique opportunity to study first-hand the past and the present," says DeSalvo. With all of the construction taking place in our city, this group has the opportunity to tour projects by some of the leaders in architecture today.

Suddenly there's lots of activity and enthusiasm involving the Student Affairs Committee and its new chair - all of whom the CCAIA welcomes with open arms.

Velisa Gogins
CCAIA Program Director

NEWSLINE

AIA Responds to California Earthquake

In a memo from AIA Executive Vice President James Cramer, Hon. AIA, to AIA component presidents and executives, steps taken in response to the San Francisco earthquake were briefly summarized. As of October 23 the following steps were taken by the Institute:

- ▶ A disaster assistance team of National staff persons, headed by Ann Casso, was assembled to coordinate relief effort.
- ▶ A memorandum offering the Institute's assistance and support was facsimiled to Paul Welch at California Council/AIA and all California national directors.
- ▶ The White House Press Office, FEMA, all congressional and senatorial offices, the California State Office and California Caucus, and the Conference of Mayors were contacted and offered assistance and support by the Institute.
- ▶ A telegram was sent to Governor Deukmaejian offering our support.
- ▶ A list of expert contacts for inquiries and technical information was compiled by the staff of National and California Council/AIA and distributed to the media with a news release.
- ▶ 30 mayoral offices are in the process of being contacted by National staff to offer assistance and support.

The National AIA continues to respond to media and other inquiries, keeping a close watch on the situation for any opportunity to be of assistance.

Specific offers of assistance should be directed to: Paul Welch, Jr., Executive Vice President, California Council/AIA, 1303 J St., Suite 200, Sacramento, CA 95814; telephone 916/448-9082; FAX: 916/442-5346.

A Look at the Economy

The slow down in the economy is now clearly evident. Employment, however, is surprisingly strong. Employment in manufacturing is steady, following three months of decline. Employment also is very strong in the service industries. Therefore, pressure on salary increases will be very strong as we enter the time of year when most salaries for the service sector are reviewed.

Interest rates are going to soften. The Federal Reserve is easing the interest rates. However, it is obvious that at any hint of inflation, interest rates will be increased very fast since the FED is committed in their fight on inflation.

What does this mean to us as architects. It means that our personnel will demand bigger salary increases at a time when work will be flat or in fact decreasing. We as architects as well as the entire service industry must be aware of the need to increase productivity. This does not mean firing staff and working the butts off the people that remain.

What it means is that owners of architectural firms must lead and not manage. The owners must project self-confidence and vision. The owners must provide an opportunity for the staff to dream, take risks, and win. Productivity may well be a state of mind. For architects it may well be "the fire in the belly" that makes the difference between their survival and extinction in the 1990s.

Thomas J. Eyerman, FAIA RIBA
AIA Treasurer

This article first appeared in the October 1989 Orange County AIA Memo.

New FLW Organization Formed

The Frank Lloyd Wright Building Conservancy, dedicated to the preservation of FLW heritage, has recently been formed. Founded by homeowners and administrators of Wright properties, the new Conservancy is designed to protect, maintain, and preserve the existing collection of 319 Wright structures.

"In the last 50 years, almost 100 Wright structures have been lost, comments newly-elected President Thomas

M. Schmidt, who is also vice president and counsel of the Western Pennsylvania Conservancy. "We are alarmed that this treasure trove is not being safeguarded."

The new Conservancy will address the needs of building owners and administrators as expressed at four annual conferences held since 1985.

"In order to 'keep a roof over their heads' some [homeowners] are tempted by the sky-rocketing prices being paid by dealers, speculators and collectors for Wright-designed windows, furniture, and fixtures, and are dismantling their homes, says Schmidt. "Because private building owners get little if any assistance for restoration from current funding sources, the Conservancy will inform them about new advancements in easements that can be applied to real estate and might be tested on personal property."

Plans call for an inventory on each Wright property, its ownership, and history. In addition, a data base will provide names of qualified restoration architects in each area; lists of expert craftsmen; and a bank of technical information on maintenance, materials, finishes, and construction. There will also be information on easements, grants, and loans.

The Conservancy, which is now applying for a not-for-profit status, will be a membership organization open to all who want to join. There will be categories of membership, and funding will come from memberships, technical services, consulting fees, special events, gifts, and grants. There will be an annual or bi-annual conference, the next scheduled for Taliesin, near Scottsdale, Arizona, March 1-4, 1990.

The new Conservancy will establish an office where owners can call for advice, information, and referrals. For the present, the mailing address is the Frank Lloyd Wright Home and Studio Foundation, 931 Chicago Ave., Oak Park, IL 60302. Inquiries should be directed to President Thomas Schmidt at 412/288-2766.

THE NEXT GENERATION

Newhouse Competition Volunteers Needed

The 1990 Newhouse Architecture Competition is well underway as students all over Chicago work diligently on their projects for the May entry deadline.

This architecture competition, now in its eighth year, continues to provide a vehicle for encouraging Chicago Public High School students with design potential. The competition helps students focus their talents, sharpen their skills, and explore various career opportunities.

During the nine-month competition period, between registration and awards day, students are invited to participate in a number of programs, including tours of professional offices and notable architectural projects. Visits to related industries expose students to the wide range of products and services and broaden their view of career opportunities in the building, design, construction, and manufacturing communities.

As details are worked out, many people who volunteer their time are involved in carrying through the many aspects of this competition. Your help is needed now more than ever as the number of students involved continues to grow.

Here are just a few areas that need volunteer help:

- ▶ Professional Office Tours
- ▶ School Visits
- ▶ Jury Coordination
- ▶ Exhibition Coordination
- ▶ Coordination of Photographers and
- ▶ Photo Labs
- ▶ Coordination of Awards Week

To learn more about the ways in which your talents may be used, attend the Newhouse Competition Volunteer meeting on Tuesday, December 14, at Murphy/Jahn, 35 E. Wacker Dr., 5:30-7:30 p.m.

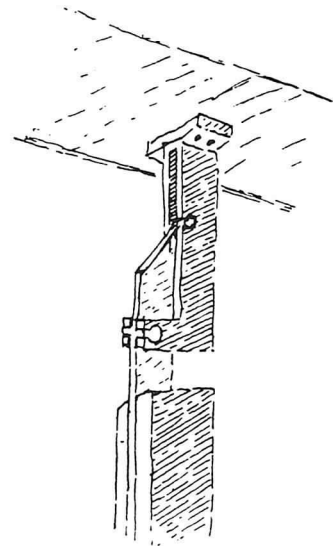
Mary Beth Carroll

Reflections of a Roche Scholar

Reflecting on my experience of studying architecture in northern Italy, I was most intrigued with the notion that the land perhaps most esteemed as the great model for architectural ideals might be more correctly valued for being critical of this very assessment.

Soon after landing in Rome in March, I viewed an exhibiton of Piranesi's etchings. The viewing of these eighteenth century works commenced a journey that for me would unravel the myth of an ideal architecture.

After Piranesi's etchings, there was the sojourn to Palladian villas, which were not of massive rusticated stone, but deceptively, of cement-coated groupings of smaller stones. Then there was the passion and torment of Borromini, most memorably expressed in San Carlino alle 4 Fontane.



Detail from Carlo Scarpa's Brion Family Cemetery in S. Vito d'Altivole. Sketch: Keith Green.

Carlo Scarpa's Brion Cemetery was an equally effecting experience; perhaps the totality of architecture and for that matter, human experience, resides in the fragment, in the detail, which in Scarpa's case is rendered well beyond utility. In a contrastingly reductionist

expression, Aldo Rossi's cemetery at Modena speaks not only of human mortality but of architecture's as well.

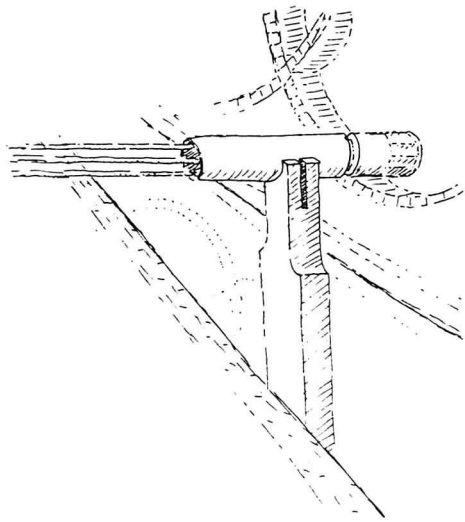
These experiences were fruitful in examining the complicated history of the Jewish Ghetto in Rome, the site of the spring design project at the Palazzo Pio that my class and I, along with Professor George Hinds, confronted in the course of our UIC Masters of Architecture program.

In my reading of Manfredo Tafuri's necessarily complicated works, with the help of Pellegrino d'Acierno, an Academy Fellow who translated many of these to English, I was able to grapple further with many of these unsettling ideas about architecture.

However intermittent was my journey in hetertopian Italy, it was an experience that undeniably afforded me the opportunity to learn and live ideally.

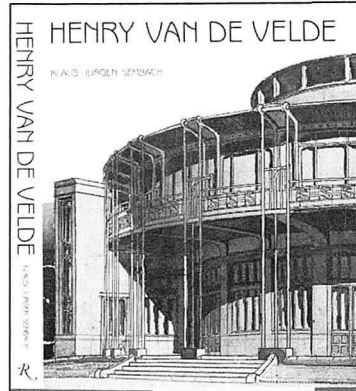
Keith Green

Keith Green, a 1989 CCAIA Roche Scholarship recipient, is a graduate student in architecture at the University of Illinois at Chicago. He graduated with honors from the University of Pennsylvania in 1985 and attended the Academy of Art on a full tuition scholarship.



Fixture detail from Carlo Scarpa's Olivetti Showroom in Venice. Sketch: Keith Green.

THE BOOKSHELF



Henry van de Velde by Klaus-Jürgen Sembach. Rizzoli International, 1989, New York. 227 pages, 320 illustrations, 10 color. \$50.00 hardcover.

Reviewed by Eric Emmett Davis

Henry van de Velde was one of a group of architects, including Charles Rennie Macintosh, Joseph Hoffman, and Otto Wagner, who pursued an interrelated vision of art, architecture, and decorative arts. They worked in the first two decades of this century, in a time of genuine aesthetic transition, an era that some wish to revive today. Yet, in contrast to these contemporaries, van de Velde made it through the period of fascinatingly creative turmoil and into the relatively clear light of the International Style.

One result of his tenacity was that he was left behind in the rush to chronicle the emerging Modernism of the late twenties and early thirties. Historians who sought "new stuff" had a hard time with van de Velde, in much the same way that they did with Wright, because everyone had already heard of him. (This was before the days of "new and improved"; they couldn't market him as van de Velde Lite.)

As a young man, in the 1880s and 90s, he experimented with the decorative forms and images of the Art Nouveau, and the pointillist and post-Impressionist approaches to painting. As the career direction of architecture solidified, he carried the earlier media along, with graphic design, furniture design, and other decorative arts, forming a comprehensive aesthetic for the built environment.

Towards the end of his career, he produced buildings as radical and modern as any exhibited at the Weissenhof Seidlung of 1927, if not quite as frantic as the works of the younger architects.

This book should be savored: find a comfortable place with a good cup of coffee and spend some time with the works of Henry van de Velde. He was an intelligent, literate, cultured and talented architect who expressed himself in a variety of ways, all of exceptional quality, all of which were either at or slightly ahead of the cutting edge of art.

The historians of the International Style did us a disservice when they overlooked van de Velde; this enjoyable book is long overdue.

Hvitträsk: The Home as a Work of Art edited by Juhani Pallasmaa. Kustannusosakeyhtiö Otavanpainolaitokset, 1987, Keuruu (Finland). 128 pages, 223 illustrations. Paperback.

Reviewed by Eric Emmett Davis

This nifty little book documents the creation of a country home by, among others, Eliel Saarinen, as well as providing a pathology of the artistic milieu in which they operated. In today's critical and theoretical climate, which seeks to undermine and subvert all points of view and seems adept only at promoting heroically iconoclastic "starchitects," it is a relief to be reminded of another way of going about the art of architecture.

At the other end of our century, in a time of at least as much artistic (not to mention socio-political) turmoil as today, a group of Finnish artists and architects fashioned a beautiful home on a wooded hillside. The fact that one of them was the elder Saarinen did not mean that their efforts were dominated by one towering ego, nor did the reclusive nature of their retreat lead to work that stood completely detached from Finnish architectural tradition, or the contemporary Art Nouveau/Secessionist explorations.

Herman Gesellius, Armas Lindgren, and Eliel Saarinen had gained celebrity for their Finnish pavilion at the 1900 Paris World's Fair, and this expression of the "Finnish National Style" led to their winning the National Museum competition in 1902. They were young and successful, and they used the proceeds of this success to build a communal villa, a laboratory for architecture furniture design and decorative arts, much in the vein of Wright's Home and Studio, at precisely the same time. Evolved over a period of years, Hvittrask stands against today's insistence upon difference (or difference) for its own sake.

The estate is lovingly crafted, with interesting and beautiful rooms full of sculpture and paintings and textiles and furniture, and is documented here in drawings and photographs of it and the people who created it. The book is the coda to a long process, which included extensive preservation and reconstruction, as well as comprehensive research into what is rightly cherished as a Finnish national treasure.

It is clear that the occupants of Hvitträsk were part of a complete movement, separate from but related to the developments in central Europe. It is also clear that the occupants of Hvitträsk operated in a climate of mutual respect, love, and encouragement that is foreign to such explorations today.

Eric Davis is an architect working for the Chicago Park District.

20th Century Architecture by Heinrich Klotz. Rizzoli International, 1989, New York. 352 pages, 430 illustrations. \$75 hardcover.

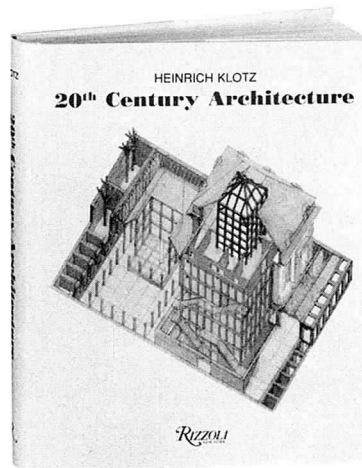
Reviewed by William W. Tippens

Over the past ten years, the German Architecture Museum, under the direction of Heinrich Klotz, has been amassing a significant collection of architectural drawings, sketches, models, books, and furniture. In May 1989, the Museum mounted an exhibition highlighting the greatest strength of its holdings: works of the Twentieth Century. The resulting catalogue attempts to illustrate, through Klotz's text and high quality reproductions, a traditional view of Twentieth Century Western architecture and the "little-known background circumstances and relationships."

The book follows a broad outline of Twentieth Century architecture that Klotz sets forth in the first few pages. His introductory review begins with the provocative ideas of the Avant-Garde, the rise of "Classic Modernism," and how the early pluralistic components fell prey in the 1930s to the International Style. Klotz addresses the "retrenched reaction in the form of Neo-Classicism of the Second World War Period," and how a sorely battered Modernism rose to rebuild the cities of Europe. Finally, Klotz closes the century by stating that the "contextual building" as heralded in the 1970s led to a new pluralism dressed up as Post-Modernism, which is now falling to Deconstructivism where "The language of Modernism has been rediscovered."

Through the work of 68 architects represented in the museum's collection, these trends are illustrated. Projects of many prominent architects of the twentieth century appear, as well as the work of lesser known personalities.

Although the diversity of architects represented and their drawings pack the power to illustrate a thoughtful work on the relationships that directed the development of architecture in the twentieth century, the supporting text does not. The unusually high percentage of



secondary sources used to write the text points to the lack of critical analysis of the work being portrayed. The result is a terrific visual catalogue of an impressive collection but a book that will do little to advance our understanding of the architecture of this century.

William Tippens is the architectural historian for the Chicago Park District.

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1979-1989



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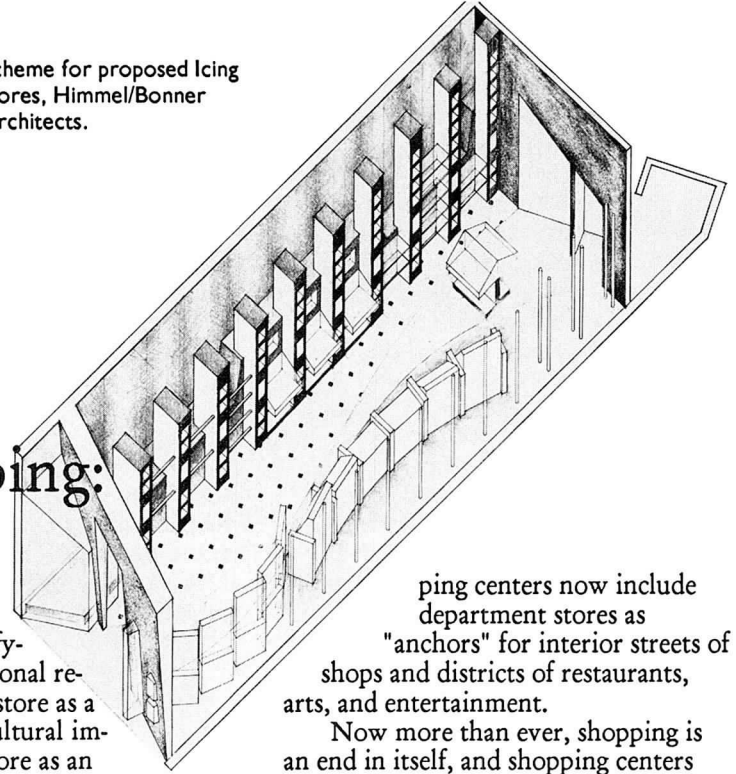
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Sketchbook

Scheme for proposed Icing stores, Himmel/Bonner Architects.



Retail Design

The Architecture of Shopping: A Chicago Tradition

By Debra Brown Contreras

In many ways, the history of Chicago reflects the development of a mercantile culture in America. Since its incorporation in the early 1800s, Chicago's growth has been stimulated by its convenient location as a distribution hub between the two American coasts.

Chicago functions as a point of exchange in national and international trade. Historically, commerce has always been Chicago's first and foremost business. Chicago's role in the trade of the nation has been immortalized in institutions such as the Board of Trade, the Mercantile Exchange, and the Merchandise Mart.

Similarly, Chicago's place in the history of American mercantile culture has been symbolized by the great entrepreneurs and merchants of State Street - Potter Palmer, Marshall Field, Montgomery Ward, Sears and Roebuck.

The centralization of American life in metropolitan areas such as Chicago fostered the development of institutions serving commercial civilization such as banking halls, accounting houses, railroad stations, warehouses, and wholesale stores.

Commercial urbanism produced a new type of building to serve as the terminus for manufactured goods: the department store. As outlets for services and goods from around the world, department stores assumed importance as civic institutions vital to the city and its burgeoning population. The merchants of Chicago heralded new department stores as democratic enterprises accessible to all patrons regardless of social rank or income.

In Chicago, Louis Sullivan identified the department store as an opportunity to develop a new architectural form for the newest commercial ac-

tivity: retail sales. For Sullivan, the task involved satisfying both the functional requirements of the store as a business and the cultural implications of the store as an achievement of the modern commercial world. His landmark design for the Schlesinger and Mayer Store (now Carson Pirie Scott) is recognized universally as representative of a new architecture uniting structural and ornamental expression.

The stores of State Street invested time and talent to create a distinctive atmosphere to enhance the experience of shopping: a relatively new recreational activity made possible by the introduction of industrialization and mass production and the advent of leisure time.

Show windows became windows to the world, whose displays revealed the newest styles and artistic modes of expression. In a world without telecommunications, show windows functioned as cultural outposts for shoppers by elevating and informing public taste. Thus department stores performed a valuable civic function, not only by making fine goods available but also by providing a free showcase of current international trends in fashion and the arts.

The continued growth of urban centers eventually spurred satellite communities that served and sustained city industries. The invention of the automobile and the development of suburbs created the opportunity for retail enterprises outside traditional city centers.

In our own era, the concept of the department store as the commercial headquarters for material goods and services has been elaborated to create the retail mall as a city for shopping. Shop-

ping centers now include department stores as "anchors" for interior streets of shops and districts of restaurants, arts, and entertainment.

Now more than ever, shopping is an end in itself, and shopping centers must be treated as attractive, energetic destinations worthy of the best efforts of architects. Retail malls are the most frequently visited monuments of commercial civilization (by citizens of all economic levels), and for better or worse they serve as representatives of our culture.

The impact that architects can have on everyday experience as designers of retail institutions is significant. Mercantile buildings and spaces can educate and inform the senses; retail environments can be characterized by artistry and craftsmanship.

It's time for designers of retail spaces to realize their potential as builders of culture. We must renew the Chicago tradition of associating mercantile identity with architectural character.

Debra Brown Contreras is director of retail design for Himmel/Bonner Architects and a registered architect. Contreras' primary responsibilities focus on the design and production of various retail projects, including more than 40 stores in the two years. In addition to projects for individual shop owners, Himmel/Bonner currently designs for three nationwide retailers and two Midwestern restaurateurs.

A window of opportunity exists for select, focused retail development. Interest rates, landcosts, retail sales, and other factors will continue to drive whether projects will come on-line.

Retail Development - A Competitive Evolution

By Larry J. Smith

The Planning and development of viable retail facilities is changing dramatically. Years ago we could buy a cornfield, build a shopping center, and watch the roof tops grow around it. Today's competitive market has all but eliminated that concept. Retailers and developers have become more sophisticated in their approach. Successful developments are market driven not site driven. Long before a site is optioned, developers, in concert with their potential anchor tenants, conduct detailed market analysis on who the customer is, what their needs and wants are, and how to tailor a focused commercial concept that best addresses the customer.

The Customer

A number of people become so involved in their project that they forget about the most important part of the development equation - the customer. Customers have the final say in the success or failure of a retail store or their composite, a retail center. The dollars they spend become votes for your campaign.

It is one thing to design, build, and merchandise a facility that will attract a customer. The real goal should be to create something that responds to the customer and encourages them to return and become a repeat shopper.

An understanding of the psychology of the shopping process is key. Customers and their associated lifestyles are changing. No longer does there exist a loyalty to a particular store or center. This moving target means that we must create a product that while being dynamic must also be flexible to respond to market changes.

Segmentation

While targeting the customer, the development industry has created a number of varied shopping center products. Some of these are mega-malls, super-regional, regional, power, community, convenience, specialty, town square, street front, off-price, manufacturer outlets, and even auto malls. And within these categories exist refinements of each.

We have all seen examples of these - some successful, some struggling. The key to the long-term viability of each is not the design. Yes, the design should be inviting, but not dominant. Elements that are more appealing to the customer are tenant mix, tenant adjacency, current merchandise (in stock), merchandise presentation, and a perceived value of the offerings. In cases where the design overpowers the merchandise presentation, potential retail sales are lost. The scorecard for both retailers and developers is profitable sales per square foot.

Shake Out

We can plan, analyze, and forecast what the future will be for each of our retail centers, but there are always external forces beyond our control. Take for example the effect of LBO's and junk bonds: heavy debt load and over expansion have stopped Campeau and Hooker in their tracks; Alcott & Andrews is closed; Mainstreet was acquired by Kohl's; Carson's is now a unit of Bergner's; Marshall Field's, Sak's and even Bloomingdale's are on the auction block. In each case, this can impact both existing centers as well as those in pre-development.

Future Trends

There exists a window of opportunity for select, focused retail development. Interest rates, landcosts, retail sales, and other factors will continue to drive whether projects will come on-line.

Suburban strip centers appear to be approaching an over-built condition, with one cannibalizing another. Regional malls will continue to do well. There are even several in planning stages in the Chicago metro area.

Areas that we do see as having immediate potential are: 1) urban in-fill (these should not be suburban solutions to an urban environment, 2) small targeted specialty centers, 3) secondary markets (towns of 80,000 plus population, and 4) creating town squares in suburban markets not unlike the North-eastern states or Chicago's North Shore.

Opportunities exist but on a limited basis. To truly be successful, developers, retailers, architects, contractors, and others must function as a cohesive team, capitalizing on their respective talents.

Larry J. Smith is President of Real Estate Planning, Inc., a Northbrook based development consulting firm founded in 1983. With 22 years of experience he has planned and developed over 14 million square feet of commercial and industrial projects, both nationally and internationally. Should you have questions, you may call Larry at 708/564-0100.

Sketchbook

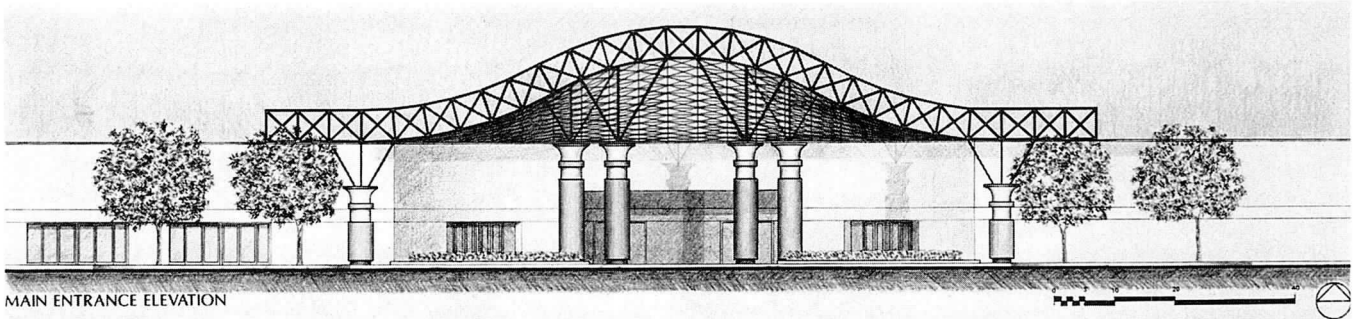
Retail

Stowell Cook Frolichstein Inc.

In continuous practice since 1926, SCF has provided services for retail, educational, elderly care, government and municipal clients. Representative projects include: Chicago Place Interior Tenant Development, 3 Cineplex Odeon Theatres, McDonald's Highlands Elderly Housing Complex, City Colleges of Chicago, and Illinois Air National Guard Facility at O'Hare.

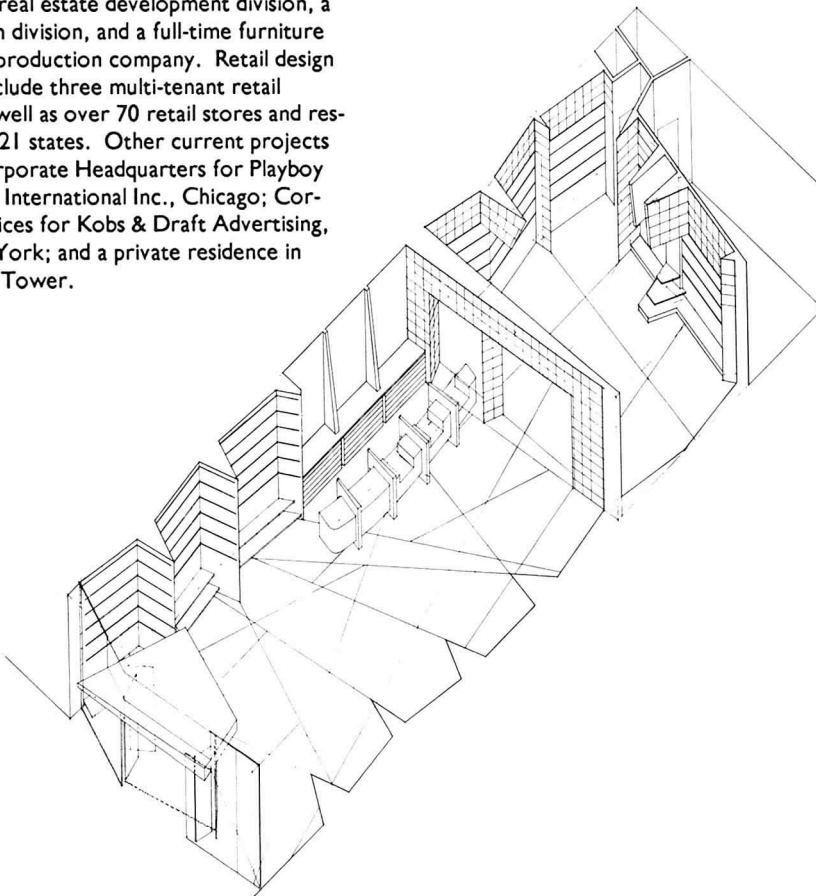
Orange Park Mall Jacksonville, Florida

The design intent of the renovation of this mall is to create a more updated vibrant environment from a 1970s theme. The design objectives are being reached by using a new color scheme, utilizing peach, apricot, and yellow; new agglomerate patterned floor tiles; completely new lighting system, utilizing HID lights, reworking skylights; and covering steel columns with synthetic gypsum fiber. Other mall renovations include adding six new kiosks and an information booth. A special feature in the center court is achieved by transforming a jungle environment to a simplified Avenue of Palms and a unique indoor lily pond.



Himmel/Bonner Architects Chicago

This full service architectural, interior design, and planning firm, founded in 1979, also operates a real estate development division, a retail design division, and a full-time furniture design and production company. Retail design projects include three multi-tenant retail centers as well as over 70 retail stores and restaurants in 21 states. Other current projects include Corporate Headquarters for Playboy Enterprises International Inc., Chicago; Corporate Offices for Kobs & Draft Advertising, Inc., New York; and a private residence in Lake Point Tower.



Imprints

This 2,000 sq. ft. specialty store featuring an extensive selection of custom imprintable and preprinted activewear for male and female customers of all ages offers customers creative suggestions and advice on designing and decorating every purchase as each garment is considered a piece of "wearable art." The store design combines bright colors, unique materials, and dramatic forms to create an energetic environment appealing to the increasingly active American lifestyle. A series of "shops within a store" organize and highlight various merchandise classifications. Perforated metal wraps the walls, which fold and project into the space at regular intervals to separate merchandise into discrete bays. Poured in place resin flooring creates a dynamic mosaic of color reinforcing the store's emphasis on action. Twenty Imprints stores are planned for 1990.

Sketchbook Schedule

- February 1990 - HEALTH FACILITIES/TREATMENT CENTERS. Materials due December 15, 1989.
- March 1990 - PUBLIC & GOVERNMENT BUILDINGS. Materials due January 17, 1990.
- April 1990 - SINGLE FAMILY HOUSING. Materials due February 19, 1990.
- May 1990 - PRESERVATION. Materials due March 19, 1990.

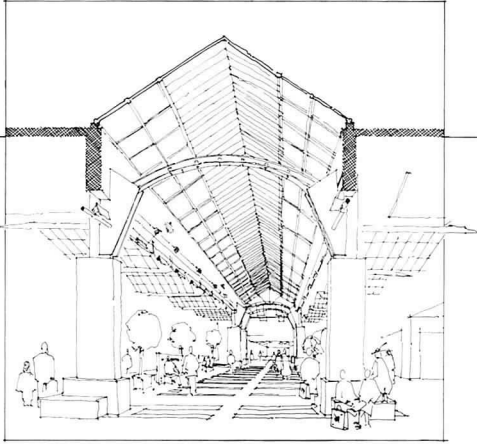
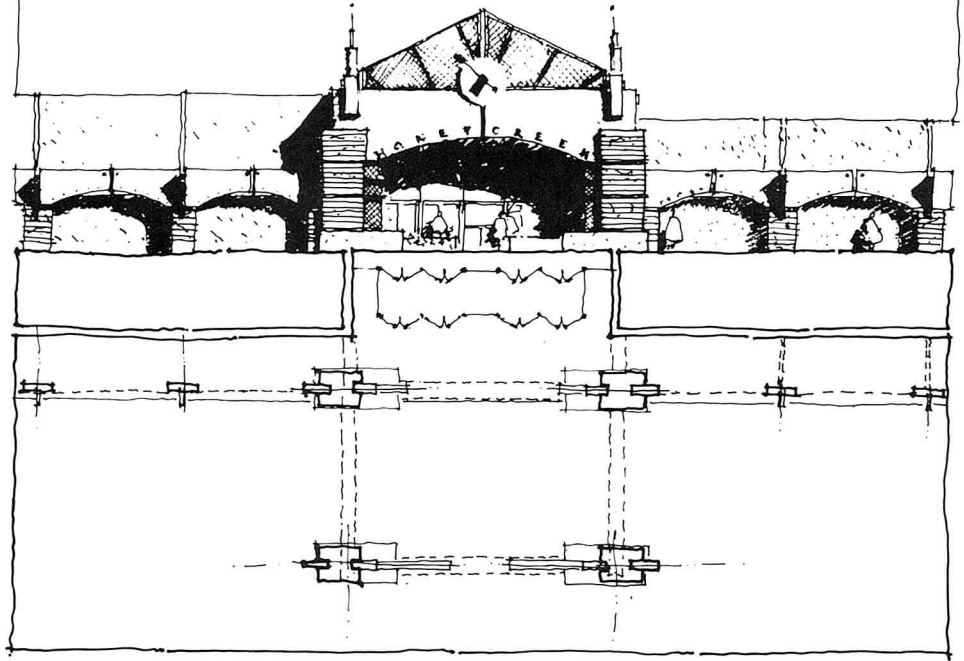
Honey Creek Mall
Terre Haute, Indiana

Honey Creek Mall requires remodeling to update its image, create a more inviting retail atmosphere, and create additional value for the new owners. A scheme has been devised that will produce a sweeping change of image while being economical. With a minimum of demolition, new elements, which include ceilings, lighting, and flooring, are added within the Mall envelope. More major alterations create a new skylit center court and entrance way, and add decorative treatments to the exterior wall. A new tenant criteria will update the storefronts. The project is scheduled to start construction in January 1990.

Anthony Belluschi Architects, Ltd.
Architecture and Planning

This is a full service architecture and planning firm specializing in retail, office, hotel, mixed-use, residential, airport, urban design and development, and building rehabilitation

projects. From the headquarters office in Chicago, regional full-service office in Coral Gables, and additional offices in New York and Los Angeles, a variety of corporate, institutional, and real estate clients are served worldwide.



Richard P. Jarosz & Associates, Inc.
Oakbrook Terrace, Illinois

The firm was established in 1986 to specifically serve shopping center developers and major retailers. In these three years, the combined commercial experience of the staff members has been utilized in projects nationally and internationally. Diversified clients have lead the company into other projects such as office buildings, office/warehouses, light industry, and housing. Current projects include Louis Joliet Mall, Grafton Plaza, Aurora Marketplace, Parkway Plaza, Grandview Court, Townes Crossing, Plaza Anahuac, Plaza De Mexico, as well as Parisian, Proffitt's, Omni, and Jewel stores.



Bartlett Towne Center
Bartlett, Illinois

This 130,000 sq. ft. community shopping center developed by Hassinger Companies, was inspired in part by the McKim, Mead & White New Port Casino in order to establish and define the character of the PUD that it is a part of. The genuine stick and shingle style uses natural materials to maintain the residen-

tial scale of the area. The site plan incorporates an entry drive bridge over the landscaped retention pond and a cobblestone driveway. These amenities are in response to today's consumer market in order to evoke more of the shoppers senses and to make the routine "trip to the store" a more pleasurable experience.

**Riverpoint Center ▼
Chicago**

Located at the intersection of Fullerton and the Chicago River, this ± 200,000 sq. ft. shopping center responds to its unique context (the Chicago River and a raised railroad embankment) as well as two distinct yet disconnected street frontages. The center combines four buildings, creating two distinct spaces connected by a retail "street." A variety of scale and character are created through the use of suspended metal canopies, ornamental grids, custom lighting, benches, and banners. The buildings and detailing combine to reflect the diversity of the traditional Chicago retail street and the festivity of a marketplace.

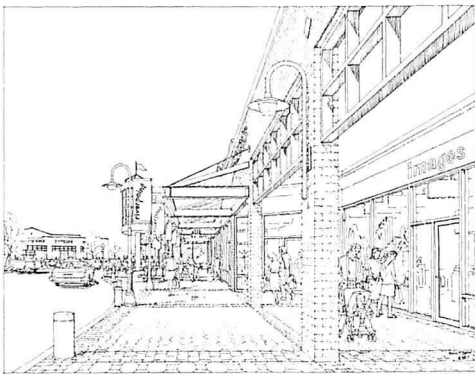


Braun Skiba Architects

The firm provides complete architectural, interior design, and planning services. Project types range from commercial (office, retail, and industrial facilities) to residential (high-rise apartments, mid-rise condominiums, townhouses, and single family). Recent projects include the One North Arlington Office Building, Leisure Care Facility, The Apartments of Wolf Point, Princeton Club Condominiums, and Town Place.

**Stuart Chicago ►
High Fashion Mens Store
102 E. Oak St., Chicago**

A new building facade at street level creates expanded display area along Oak Street for an existing retail space. A "puncture" in the first floor and diagonally slicing stairs to the main level and lower level sales areas combine to define an entry atrium and provide natural light into the lower level sales floor. New finish materials will include random etched stainless steel and Bardiglio marble.

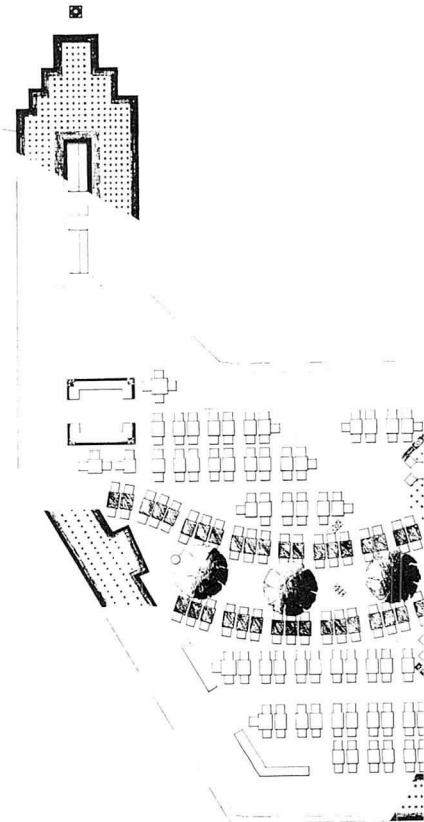


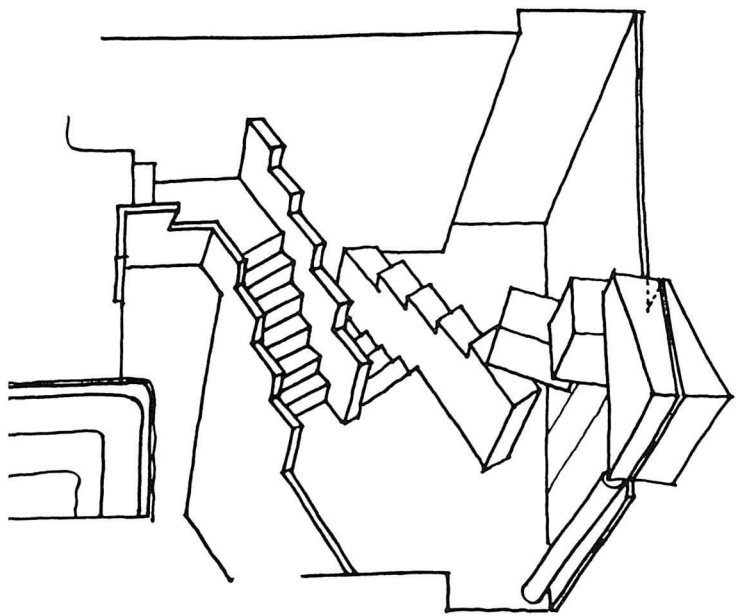
**Spring Hill Mall Food Court ►
Dundee, Illinois**

This project is the renovation of a 30,000 sq. ft. food court for Homart Development Co. The design incorporates a whimsical picnic theme to create a dramatic change in atmosphere. Additional seating, new signage and lighting increase the spatial and energy efficiency of the court. Steel structures were designed to break down the scale of the court while the seating flows in a serpentine pattern. Contemporary tile geometrics, neon graphics, and an original mural further emphasize the creation of an 'outdoor' setting in this enclosed part of the mall.

Schroeder Murchie Laya Associates, Ltd.

This 15-person multi-disciplined architectural, planning, and interior architecture firm is owned, managed, and staffed by architects and designers with particular and extensive experience in the design and planning of new and renovated housing development. Projects vary widely in size and scope from multi-use high-rise development to single-family residential designs. Work includes Cobbler Square, Burnham Park Plaza, Spring Hill Mall Food Court, and The Mergenthaler Building.



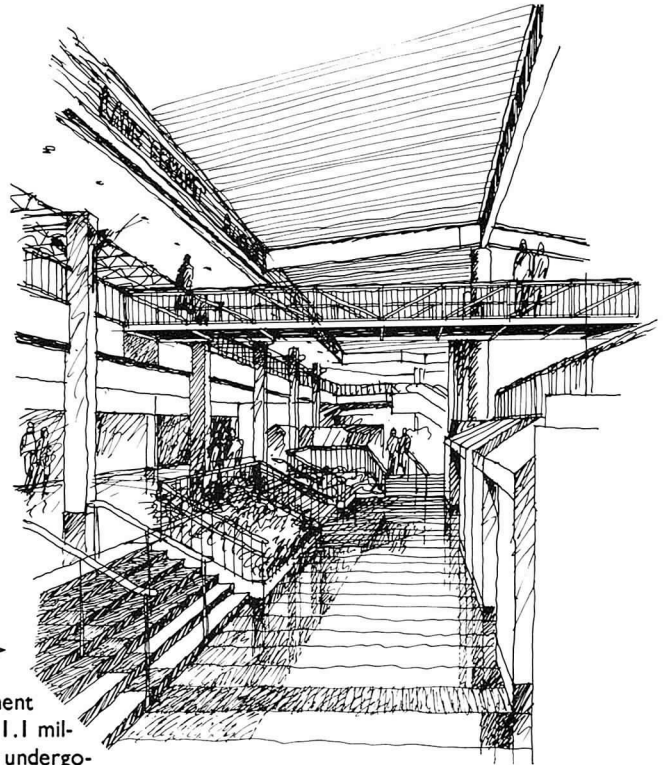


A. M. Kinney Associates, Inc.
Evanston, Illinois

Established in 1962, this national AE firm provides architectural, planning, and interior design services for an expanding base of building types. Among them: corporate and research facilities, historic preservation, retail, industrial, and commercial projects. Recent projects include: Joliet Union Station (mixed-use redevelopment), Citicorp prototype retail branch, Lake Meadows Shopping Center, Naper West Plaza, and Harlem Irving Plaza.

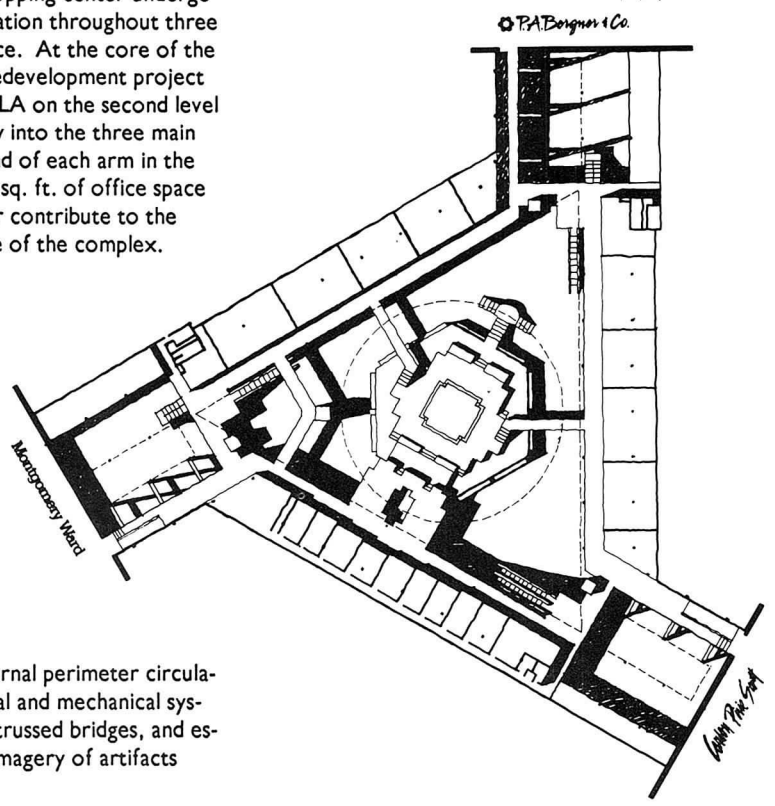
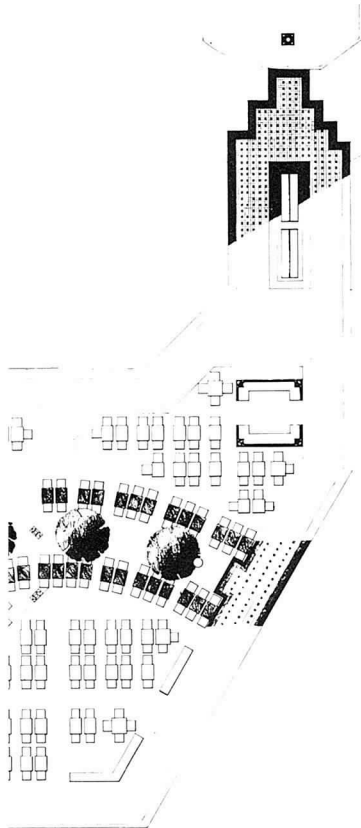
Bovine Design, architects
Chicago

Bovine Design is an architectural practice with a varied design portfolio. Recent projects include commercial interiors, historic renovations, custom residential work, and furniture design.



Randhurst Shopping Center ▶
Mount Prospect, Illinois

This latest Chicago area redevelopment project of The Rouse Company is a 1.1 million sq. ft. enclosed shopping center undergoing substantial rehabilitation throughout three levels of retail and office. At the core of the current phase of the redevelopment project are 30,000 sq. ft. of GLA on the second level that generate new flow into the three main anchors - one at the end of each arm in the pinwheel plan. 12,000 sq. ft. of office space in the northeast corner contribute to the varied commercial base of the complex.



Skylights along the internal perimeter circulation, exposed structural and mechanical systems, display stations, trussed bridges, and escalators continue the imagery of artifacts throughout the space.

THE CALENDAR



December

4 ▼

CCAIA Foundation Meeting

Chapter Boardroom. Noon.

6 ▼

CAF Lunchtime Lecture

A Chicago World's Fair to Remember: The Columbian Exposition of 1893. Suzanne Epstein. Archicenter Gallery, 330 S. Dearborn. 12:15 to 1 pm.

Executive Committee Meeting

Chapter Boardroom. 8am.

7 ▼

CSI Lunch Meeting

Flame Spread In Carpeting. Chicago Athletic Association, Crystal Room, 12 S. Michigan Avenue. \$15. 12:30 pm. Questions, Terry Lallak, 644-3464.

Technical Committee Round Table Discussion

Chicago Bar Association, 29 LaSalle St., 11th floor. Pick up lunch at the 11th floor cafeteria. 12 to 1:30 pm.

8 ▼

Chapter Christmas Party

NBC Tower, 455 N. Cityfront Plaza Dr., 29th floor. \$25 per person. Students \$5. 6:30 to 8:30 pm. RSVP Chapter Office.

Deadline For Entry

Excellence In Masonry '89. Sponsored by the Illinois Indiana Masonry Council. Information, Charles Ostrander, 708/297-6704.

11 ▼

Nominating Committee Meeting

Chapter Boardroom. Noon.

13 ▼

CSI/AIA Breakfast Seminars

Special Applications. Chicago Bar Association, 29 S. LaSalle St., 11th floor. \$8. Continental Breakfast Included. 8 to 9:15 am. RSVP Chapter Office.

Breakfast Meeting

Sponsored by the Structural Engineers Association of Illinois to discuss the Structural Work Act. Speaker, James Edgar, Secretary of State. Bismark Hotel, 17 W. Randolph St. \$12. 8 to 10 am.

CCAIA Board Meeting

Chapter Boardroom. Noon.

CAF Lunchtime Lecture

Celebrating Old World Craftsmanship: Restoration of St. Clements Church. Archicenter Gallery, 330 S. Dearborn. 12:15 to 1 pm.

14 ▼

CADD Demonstration

Computer Committee. Lester B. Knight & Associates, 549 W. Randolph St. 5:30 pm.

Newhouse Architecture Competition

Volunteer Meeting. Murphy/Jahn, 35 E. Wacker Dr. 5:30 to 7 pm.

IES Meeting

Office Lighting for the 1990's. Merchandise Mart. 5 to 7:30 pm. Information, Connie Whiteley, 708/657-3800.

15 ▼

Deadline For Entry

National Glass Association's 4th annual Awards for Excellence Competition. To obtain entry request form, contact Carolyn Blomdahl, 703/442-0630.

Deadline For Entry

Steadman Fellowship in Architecture. Sponsored by Washington University in collaboration with the American Academy in Rome. Information, 314/889-6200.

18 ▼

Exhibition Preview

Stanley Tigerman: Recent Projects. The Art Institute of Chicago, Galleries 9 & 10. \$20 per person. 5:30 to 7:30. RSVP 443-3949.

19 ▼

Triton College Architecture Department Open House

For architects interested in applying for adjunct faculty positions. Bring resume and portfolio. Hosted by John Silva, AIA and Frank Heitzman, AIA. Advanced Technology Building, 5th Avenue just north of North Avenue in River Grove. 7 to 9 pm.

25 ▼

Chapter Office Closed

Christmas Holiday.

26 ▼

Chapter Office Closed

Christmas Holiday.

29 ▼

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New Year's Holiday

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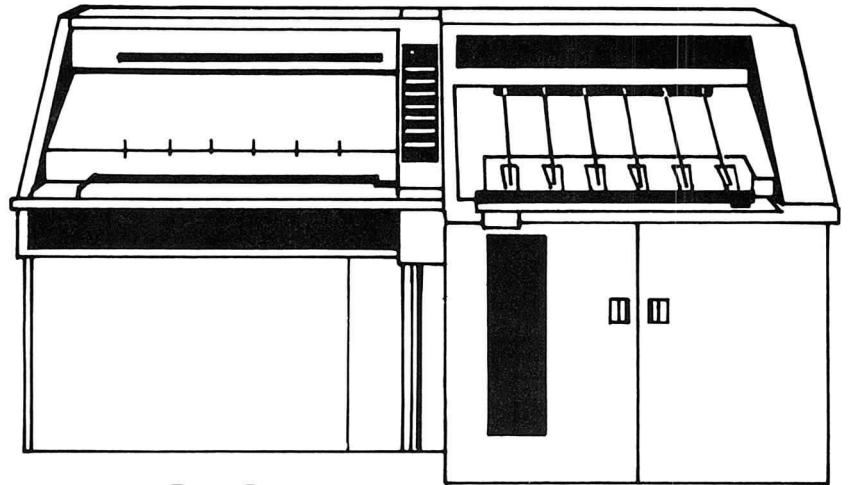
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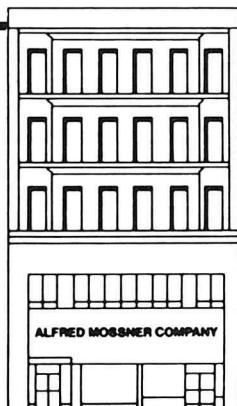
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▼
Jim San, AIA, has joined ASC Architects as an associate of the firm. San specializes in computer-aided design coupled with computer-aided project planning and management. He is the co-author of community development plans for the University of Illinois and has served as an educational consultant to the Chicago Board of Education for curricula development. Prior to joining ASC, San was director of CADD operations for Bertrand Goldberg Associates.

▼
The development team of Braun Skiba Architects and Fifield Development Corporation was announced winner of the Barrington, Illinois Downtown Redevelopment Plan competition, which called upon teams to submit proposals and plans for the redevelopment of land currently used as a commuter parking lot into a downtown retail/office district. The Braun Skiba/Fifield team is awaiting results of a voter referendum on the project.

▼
Associate member Susan Dee recently served on the National AIA Honor Awards jury, with Frank O. Gehry, AIA, as jury chair.

▼
Roger McFarland, AIA, has joined Perkins & Will as a senior project manager for the firm's interiors group. McFarland is responsible for overseeing interior design and technical staff, and for overall direction and coordination of interiors projects. Currently, his work for the firm includes AT&T, Naperville, Illinois, and four projects for Continental Bank, Chicago. Prior to joining Perkins & Will, McFarland was vice president of Lohan Associates.

▼
Hanno Weber and Associates has announced that Christopher Hale has recently joined the practice as a project architect.

▼
Larson Associates Inc. announces the appointment of Andrew J. McGongile, RIBA, as a project manager in the firm. McGongile's main respon- ►

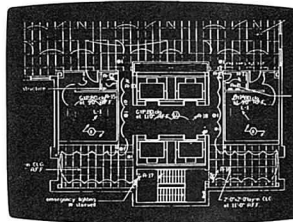
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sibilities will include project and client management. He was most recently in both the London and Chicago offices of SOM.

▼
With four senior partners and many staff members of **O'Donnell Wicklund Pigozzi and Peterson** being graduates of the University of Illinois, the firm has set up a program at the Urbana-Champaign School of Architecture which allows for the firm's sponsorship of an annual lecture series. The first lecture of the 1989-90 school year featured Hugh Newell Jacobsen. Back in 1989 OWP&P set up a program at the University of Illinois, Chicago, which awards a scholarship based on a design created by either an undergraduate or graduate architectural student.

▼
Decker and Kemp announces their association with **Diane Legge, AIA**, former partner with Skidmore, Owings & Merrill. **Mary Beth Carroll**, former CCAIA program director, has been appointed the firm's director of business and development.

▼
LZT/Filliung Architects has recently been commissioned by the Zion-Benton Public Library District for the design of a 24,000 sq. ft. addition and renovation of their existing 12,000 sq. ft. facility in Zion. This is the sixth public library commission obtained the firm since the beginning of the year.

▼
Skidmore, Owings & Merrill has received a 1990 Citation for Excellence in Urban Design from the AIA for its Kenwood/Oakland Neighborhood Conservation Plan, Chicago. This project, for the Illinois Housing Development Authority, was one of seven projects to receive the annual citation honoring positive contributions to the quality of the urban environment. The SOM plan provides the foundation for revitalizing a once-proud, low-rise residential neighborhood, with special emphasis placed on parks and streetscapes to form cohesive areas and strengthen the community fabric. The other recipients are: Armenian Earthquake Urban Design Assistance Task Force, Spitak, Soviet Armenia, sponsored by the California Council/AIA; Highway 111 Corridor Master Plan, Indian Wells, California, by Johnson Fain and Pereira Associates; the Pennsylvania Avenue Development Plan, Washington, DC, by the Pennsylvania Avenue Development Corporation; Atlanta Underground project, Atlanta, a Cooper Carey/Turner and Rouse-Atlanta Inc. for Underground ►

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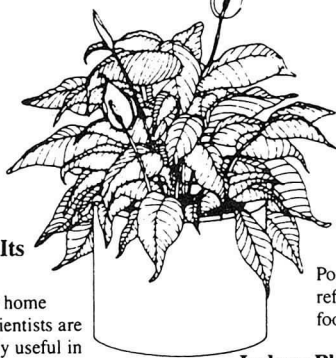
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Indoor Plants. Winning the Battle for Clean Air



The Indoor Plant Does Its Bit For Cleaner Air.

Those plants in your office or home are not only decorative but scientists are finding them to be surprisingly useful in absorbing potentially harmful gases and cleaning the air inside modern buildings.

Tightly sealed offices with their beautiful furnishings are proving to be hostile environments.

All sorts of dangers lurk inside — formaldehyde and benzene fumes released from building materials, furniture and carpeting; ozone from copying machines; fumes from cleaning solvents; radon and secondhand smoke.

NASA Research Focuses on Living Plants.

We all may be breathing a lot easier thanks to promising National Aeronautics and Space Administration (NASA) research on a most sophisticated pollution-absorbing device: the common office and house plant.

The Interior Plantscape Division of the Associated Landscape Contractors of America has joined with NASA in a

two-year program to study the effectiveness of popular office plants in cleaning indoor air.

NASA research on indoor plants has found that living plants are so efficient at absorbing contaminants in the air that some will be launched into space as part of the biological

life support system aboard future orbiting space stations.

Dr. Bill Wolverton, a NASA research scientist, believes that NASA's findings about indoor plants have some down-to-earth applications for cleaning dirty indoor air.

He estimates that 15 to 20 Golden Pothos and Spider Plants can clean and refresh the air in the average 1,800-square-foot home.

Indoor Plants For Better Breathing.

In the initial NASA studies over a dozen varieties of common interior plants were placed in sealed, plexiglass chambers. Formaldehyde, a toxic chemical with the greatest exposure on humans, was introduced. Within 24 hours, the plants — Philodendron, Spider Plant and Golden Pothos — removed 80% of the formaldehyde molecules from the chamber.

NASA Research Identifies The Most Effective Pollution Fighters.

Recent findings reveal that flowering plants such as the Gerbera Daisy and Chrysanthemum are extremely potent in purifying interior air. Other good performers are Dracaena massangeana, Spathiphyllum, and Golden Pothos.

Plants Can Clean the Air in Your Environment.

NASA research has consistently shown that living, green and flowering plants can remove several toxic chemicals from the air in building interiors. You can use plants in your office to improve the quality of air to make it a more pleasant place to work — where people feel better, perform better.

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Festival Development Corporation joint venture; Westside Waterfront proposal, NYC, by Bruce Aaron Parker, AIA, Architect, and Howard Silver, Arts into Production, for the Municipal Art Society of New York; Massachusetts Heritage State Parks program, Boston, by CityDesign Collaborative Inc., for the Massachusetts Department of Environmental Management.

▼
Scott Hindsley, AIA, has joined **Worling/Jenkins & Associates Inc.**, Itasca, Illinois, as director of design. Formerly an associate for Skidmore, Owings & Merrill, Hindsley was senior designer for Morgan Stanley International's corporate headquarters at Canary Wharf, London; and the Arthur Andersen Center for Professional Education in St. Charles, Illinois.

▼
William Brubaker, FAIA, was a member of the 1990 review panel for the National AIA's Excellence in Urban Design Citations.

▼
Fujikawa Johnson and Associates, Inc., announces that George Sorich has been named an associate in the firm. Since joining FJA in May, 1986, Sorich has worked on a number of the firm's commercial and residential high-rise projects, including a mixed-use office and retail development in Dallas and an apartment building in LA. Recently he has been involved in plans for a new Illinois Center office building.

▼
Neil Frankel, AIA, IBD; David Hansen, AIA,; and **Aaron B. Schwartz, AIA**, have been promoted to senior vice presidents of **Perkins & Will**.

▼
Albert A. Roupp, AIA, announces the expansion of the office of **Albert A. Roupp Associates**, 2530 Crawford Ave., Suite 212, Evanston, 60201. The phone number is 708/328-4288.

▼
Early in November, if you visited the Water Tower Rizzoli Bookstore you found **Bruce Graham, FAIA**, and **Stanley Tigerman, FAIA**, signing their latest books, *Bruce Graham of SOM*, and *The Architecture of Exile* (respectively).

▼
ISD Incorporated announces the relocation of its Chicago office to 300 W. Washington, Chicago 60606, telephone 214-7300.

SEMINARS

▼
The Chicago Chapter CSI is sponsoring a lunch/meeting seminar cover-

ing *Flame Spread in Carpeting* on Thursday, December 7, noon to 1 p.m. in the Crystal Room (8th fl) of the Chicago Athletic Association, 12 S. Michigan Ave. Ken McIntosh, technical director of the Carpet and Rug Institute and formerly director of Carpet and Home Furnishings Technology for Monsanto is the speaker. McIntosh holds 22 U.S. patents. The \$15 fee includes a complete lunch. A limited number of vegetarian entrees will be available on request. Business attire please: coats and ties required for men (jeans not permitted.) Make checks payable to Chicago Chapter CSI and mail to 105 W. Madison St., Suite 1708, Chicago 60602. Questions? Call Terry Lallak, 644-3464, or Susan Greenwald, 939-3202.

SEAOI will sponsor a program featuring the legislative process and reality relating to the **Illinois Structural Work Act** on Wednesday, December 13, 8 - 10 a.m. at the Bismarck Hotel, 17 W. Randolph St. Secretary of State Jim Edgar is the featured speaker. Edgar will discuss how to influence the legislative process for an amendment to the existing Acts as to safeguarding the professional from frivolous lawsuits. SEAOI members, \$10/ non-members, \$12. Reservations: 372-4198. Questions: Ranjit Roy, 827-8833.

Your House Has a History: The Buildings We Live In is the subject of six lectures in the CAF's Evening Exploration Series. The series presents a distinct perspective on the study and understanding of the buildings in which we live and work every day. Cottages, Bungalows, and Neighborhood Development is the kick-off session on January 30., 1990. All sessions meet Tuesday evenings through March 6, 6:30-8:30 p.m. at the ArchiCenter, 330 S. Dearborn St. For further information, and to register (\$75 CAF members, \$90 non-members) call 326-1393.

EXHIBITS

Show Starts at Dusk: *America's Drive-In Theaters* is on view at the ArchiCenter gallery, 330 S. Dearborn, through February 24. Catch a roadside architecture tour on January 20, 1990, at 11 a.m. Learn about the evolution of artifacts and structures, signs and symbols along the city's original commercial strips. Meet at Rolls Royce Self Park, 60 E. Lake, between Wabash and ▶

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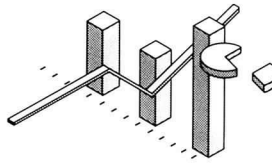
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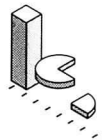
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Michigan to visit Superdawg (where you'll have lunch), the Leaning Tower of Niles, and the first McDonald's. Information: 326-1393.

ETCETERA

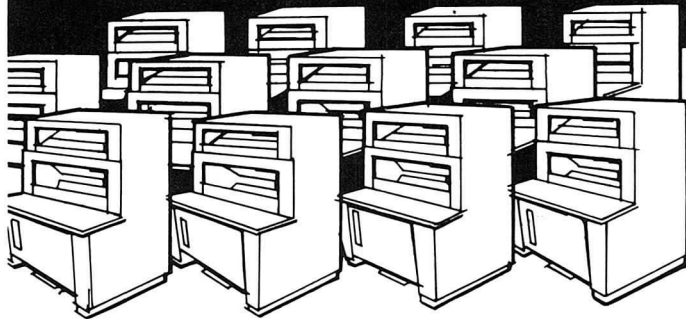
▼
 The **CAF Annual Ball** promises an evening of fantasy when Xanadu, the 1990 theme for the ball, will debut the ballroom of the spectacular new Inter-Continental Hotel, once the Medinah Athletic Club. Harry Weese Associates has been restoring this 1929 splendor. This year's ball, a black-tie affair, with dancing to the Stanley Paul Orchestra, includes a sweepstakes featuring prizes that include a 15-day stay in Europe. For more information on Xanadu, call 761-3476.

▼
 The **Landmarks Preservation Ball** will take place on Saturday, January 20 and will celebrate the grand re-opening of Cafe Brauer.

▼
 Triton College Department of **Architecture** announces an open house at the new architectural studios on December 19, 7 - 9 p.m. for architects interested in applying for adjunct faculty positions at Triton. The architecture and interior design program is housed in the newly completed Advanced Technology Building at the far northwest corner of the campus, which is located on Fifth Ave. just north of North Ave. in River Grove. Tours of the new facilities will be held and the course offerings will be described. 330 students are enrolled in the architecture degree programs at the school. Courses of study include a two-year transfer program leading to a professional degree in conjunction with the University of Illinois or other five- and six-year schools, a two-year architectural technology program leading to an associate degree in architecture, and an interior design program leading to an associate degree in interior architecture. Please bring your resume and portfolio. Your hosts are John Silva, AIA, and Frank E. Heitzman, AIA.

▼
 University of Illinois, Urbana-Champaign Professor **Donald Bergeson**, 61, died October 17 in Urbana. Professor Bergeson taught mechanical and solar systems in the School of Architecture there. In addition to teaching, he served as chairman of the computer strategy committee and was instrumental in the school's acquiring an Excel Grant from International Business Machines Corp.

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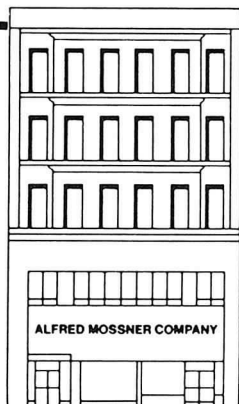
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