

CCALIA FOCUS

CHICAGO CHAPTER AMERICAN INSTITUTE OF ARCHITECTS

OCTOBER 1990



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Cover: The arch of Frank Lloyd Wright's Francisco Terrace, an early, low income housing project built in 1895, demolished about 1973-74 and a new Francisco Terrace, built in Oak Park by Harry Weese & Associates, with design architect on the project Ben Weese, FAIA the driving force. Cynthia Weese, AIA talks about affordable housing on page 6, Sketchbook projects appear starting page 8, and the AIAS is sponsoring an affordable housing competition (see page 11). Cover photo: courtesy of Weese Langley Weese.

FROM THE PRESIDENT

Tighten Your Belt and Broaden Your Base with Specialties

I've been at this game for 30 years, and the 80s certainly was the decade of feast and famine as it related to the ups and downs of the economy and the effects that had on our practices and careers. Let's hope we feed the projects appropriately, to result in a profit during the feasts, so we have money salted away to carry us through the famines.

Now the boom-and-bust of the 80s appears to be history. In hindsight, 1980, 1984, and 1989 weren't that treacherous, and we survived. We are now nine months into the 90s; the financial institution problems are even worse than originally calculated, and the unpredictabilities of the Middle East with the threat of war and military expenses has caused incalculable debt and inflation. These conditions have totally deteriorated the ability to obtain financing for anything that smacks of a speculative real estate development and, therefore, have eroded the need for developer oriented architectural services.

I have discussed the present conditions and perception of the future with various members of the Chapter, and the following are the thoughts that they related on what is happening in their firms and how to prepare for the future.

Let's start with me. You probably have heard by now that Braun Skiba Architects has become a division of McClier. Braun Skiba clientele was totally the developer type, and services were severely curtailed by the economy. The merger provided the McClier organization with another specialty group to offer clients in an already expanded specialty and service selection beyond that which architectural firms traditionally practice. I have experienced a new, refreshing dynamics in practicing architecture, with the ability to provide my clients with construction management and design/build services. I guess

the lessons I learned are best expressed by the title of this article.

R. Bruce Johnston, AIA, of Johnston & Associates, Inc., Park Ridge, is currently engaged in a number of single and multiple family residential projects in Illinois and southern Wisconsin. The firm employs approximately 20 architects, producing building designs, land plans, and construction documents on a fully integrated CAD system. The company's fee structure is highly competitive, remaining at the same level as 1989, and they have more than sufficient work for the balance of the year. Designs are individually tailored to the demands of each project based on market study. Bruce's approach to design focuses on the evolution of a project, from the initial concept to its final perfection. This ongoing pursuit of excellence ensures the firm's large repeat clientele. Computerized operations allow both a quick response to market information and quick turn-around time. Johnston & Associates, Inc. believes its future is expanding and diversifying the economic base within the housing field.

Raymond J. Green, AIA, of Raymond J. Green & Associates, Inc., Evanston, has been in business for 17 years and has 28 people. Fifty percent of their services is provided for schools and boards with the balance servicing religious and commercial office building clients. They have not felt any slow down and believe that is due to good marketing and service within their specialty. A problem they continue to face is losing good people to other cities because of commuting difficulties. They use CAD at the majority of their architects' stations and sell quality architectural services for appropriate fees. They are very well organized and run their architectural practice like a business in order to earn a profit. Raymond is practicing architecture is a young man's game, and experienced people often leave for higher compensating and controllable positions in slightly different career paths.

Christopher M. Mekus, AIA, is



**The 90s means specialties,
and we better be expert in
more than one.**

President of the 28-person design firm Mekus Johnson Inc. A six-year-old Chicago-based firm, they offer clients both interior design and architectural services. Chris' concept for staying profitable and in business in the light of present market conditions is diversity and quality. "Today's market economy means plenty of design work, but corporate cost-cutting efforts, increased government spending, international competition, etc. will be the driving force behind new design work. To thrive, and sometimes survive, firms must learn to carefully diversify - increasing an array of services offered to their current client base - and broaden their current services to new client markets. Today's economy means increased competition - more and more firms for the same design jobs; survival means building upon your current market strengths and providing quality service." Under the direction of principal and director of marketing, E. Spes Mekus, a market manager and coordinator orchestrate the firm's business development activities.

Bill McBride, AIA, of McBride & Kelley Architects, Ltd., Chicago, feels that the uncertain economic conditions and the Middle East conflict are having a chilling effect on the market, which is resulting in increased competition for fewer jobs. In this climate, the "generalist" firm is finding it difficult to compete with specialists. Therefore, McBride and Kelley is in the process of growing its diversified practice to focus on three to four specialties that promise to be solid markets in the 90s.

Paul Bouchard, of Ralph Burke Associate, Park Ridge, is not feeling the pinch and has a considerable backlog of work. The firm consists of five different marketing and service groups: architecture, civil, parking, site, and urban planning. Principals in each group do their own marketing. Their practice services airports, health care, park and recreational facilities, and parking structure clients, and the majority

of work is with various government agencies. The problem they see is that government clients view architects and engineers as they view contractors, basing service awards on low bids. Since they have been in business for 44 years and have a national business, many clients negotiate fees after the award of a contract. They educate their client to understand that appropriate compensation reflects quality and extent of services. Paul believes the future

Corporate cost-cutting efforts, increased government spending, international competition, etc. will be the driving forces behind new design work.

Chris Mekus, AIA

We run our architectural practice like a business.

Ray Green, AIA

We must get up to speed on new business tactics and start thinking ahead of our clients.

Eva Maddox

is in specialties in various service areas for private and government sector work.

Eva Maddox, of Eva Maddox Associates, Inc., Chicago, believes that we are experiencing the new method of practice in the 90s. One of the biggest keys for success is quality communication with clients, staff, suppliers, and contractors. "We must be fast, decisive, and communicate design value to satisfy the rapid acceleration of the changing practice if we want to stay in business. We must get up to speed on new business tactics and start thinking ahead of our clients." Eva has been attending business seminars of the nation's non-architectural corporations to learn about the changes in business thinking. She

suggests we read, *When the Giants Learn to Dance*, by Rosabeth Moss Kantor to learn about the changing business philosophy. We have to learn to provide our clients with quality service and determine the value this service has to our clients. Eva believes we should be the best we can be in specific areas, as we can't be the best in all areas. Marketing efforts must have a plan and constitute the direction and philosophy of your company's future. Eva says the future growth and development of firms depends on talent, our ability to communicate, and our ability to respond and sell the value of design. The principal of the firm is the best qualified person to implement these development programs. After that "we must be prepared to perform." Eva is off to London for a seminar on how to do business in Europe and Asia - another AIA Interiors Committee program.

So what did we learn from all this outreach? Well, it looks like the future in the 90s is going to consist of specialties, and we better be expert in more than one specialty if we plan on remaining in business and being profitable. The marketplace will determine what specialties will be needed, so we better be listening and evaluating the future needs of our clients and prospective clients, and determining the value of the services they want. It appears we have to forget some of the ways we have traditionally practiced. Then we can enjoy the self esteem we so richly deserve for creating the built environment.

Let's continue talking to each other. Please call or drop me a line if you have an idea or want your association to do something to benefit you or your profession.

Sherwin J. Braun, AIA

**Chapter Quarterly Dinner Meeting
Presents Lively Debate**

*Wednesday, October 24
Holiday Inn Mart Plaza (Apparel
Center)
Cocktails - 6:30 p.m.
Dinner - 7:00 p.m.
Panel Discussion - 8:00 p.m.*

When choosing a play, movie, or concert to attend, an art gallery to visit, a book to read, or a restaurant in which to dine, we often rely on the advice and comments of critics. In some art forms and businesses, a critic can make or break the success of the venture. But how does the popular press deal with architecture? Does criticism in the popular press influence the public in its understanding and appreciation of buildings?

Join us for the Chapter Dinner and a lively discussion moderated by Fran Schulze, professor of Art History at Lake Forest College, art critic and author of the monograph *Mies van der Rohe: Critical Essays*. The panel will be comprised of Deborah Dietsch, editor-in-chief of *Architecture* magazine, who will be visiting us from Washington, D.C. Other panelists include Cynthia Davidson, editor-in-chief of *Inland Architect*, Robert Bruegmann, professor of Architecture History at UIC, and John Whiteman, director of the Chicago Institute of Urban Studies (SOM Foundation).

Special Pre-Meeting Event

An extra bonus to the evening's program will be a pre-meeting discussion by Deborah Dietsch at 5:30 p.m.. She will talk about how editors select projects for publications, and about her plans for *Architecture* magazine. Come early and have an opportunity to meet Ms. Dietsch.

The Chapter Dinner Meeting is \$25 to members and \$35 to nonmembers. The special pre-meeting discussion with Deborah Dietsch is free to members, and \$5 to nonmembers. To RSVP for both events we must have your check by October 19 at the Chicago Chapter AIA, 53 W. Jackson Blvd., Suite 350, Chicago, IL 60604, or you may charge to your credit card by FAX 312/347-1215, or telephone 312/663-4111.

**Playboy Enterprises
Tour**

*Tuesday, October 16
5:30 - 7 p.m.*

This is an opportunity to review the interior architecture of the Playboy Corporate Headquarters at 680 N. Lakeshore Dr. The tour will meet in the 15th floor lobby at 5:30 p.m. The cost of the tour is \$10 for members, and \$15 for nonmembers, \$15. Please RSVP by calling 312/663-4111. Visa, MasterCard and American Express are accepted.

**The Way to Better
Relations**

*Thursday, October 25
Time: Dinner, 5:30 p.m./Program,
7 p.m.
Hotel Sofitel, Rosemont*

A panel discussion of projects in scope, disputes resolutions, and open and effective communication is being sponsored by the Builders Association of Chicago and the Chicago AIA. The seminar will focus on an open discussion between general contractors, architects, subcontractors, and owners in an effort to promote better business relations in the construction industry.

You can expect to hear from Tom Kamis, Perkins & Will, who will represent the architects; Kenneth Beard of Midwest Mechanical, speaking in behalf of the subcontractors, and Mike Faron of W. E. O'Neill, who will represent the general contractors viewpoint. Ray Griskelis, AIA, chairman of the Construction Industry Affairs Committee (CIAC) will moderate the discussion. CIAC recommendations will also be discussed. Please call the BAC at 312/644-6670 for more information. Reservations are \$40 BAC and AIA members.

AN INVITATION

to the

**Distinguished Buildings
Awards**

Thursday, November 8, 1990
Chicago Historical Society
Clark Street and North Avenue

5:30 p.m. - Viewing of Exhibit
6:15 p.m. - Presentation of
Awards
Reception following

Members and guests, \$25
Tickets at door, \$30
Students, \$10

RSVP from mailed invitation

*The Chicago Chapter is grateful to
the Chicago Historical Society
for helping
to make this event possible.*

REGIONAL DIRECTOR'S REPORT

The fall meeting of the National AIA Board of Directors was held September 6 through 9 in Santa New Mexico. Typically the first of a board meeting is spent in meetings for each of the AIA commissions: professional excellence, membership, and external affairs. The full Board convenes for the remaining one and one-half to two days. We begin with a breakfast meeting, work through lunch until late afternoon, and our evening events are organized into dinners and special events - an opportunity to get together and informally discuss current issues.

The External Affairs Commission, which both Walt Lewis, our other regional director, and I are members, discussed a preliminary budget proposal (\$28 million final budget to be approved in December); a review of AIA public policies, which are up for renewal this year; compliance tools developed to help AIA members deal with the Americans with Disabilities Act (ADA); a report from the newly named Government Affairs Committee; and an update on the forthcoming Environmental Resources Guide, a joint project of the AIA and the Environmental Protection Agency. The latter is indeed "to introduce environmental sensitivity into architects' methods and materials choices without compromising principles of good practice."

An information kit is available to members who are concerned about the effect of the new ADA act on their practices. The act states that employers are required to make "reasonable accommodations" to facilitate the employment of people with disabilities. The kit describes where this accommodation must be made, analyzes the time line for compliance with the act, and includes the standards to be used until '91 when the Justice Department issues new ones. To obtain a kit, call (312) 626-7300 and ask for the AIA Public Affairs Department.

Also discussed at both the External Affairs Commission meeting and the Board meeting was an interim report from the Design/Build Task

Force. This group was formed last year to investigate the use of design/build in the public sector, and to formulate an AIA policy with regard to this use. Walt Lewis is a member of the five-person task force. They have met three times and have interviewed many state, local, and federal governmental agencies who have used design/build, as well as AIA members who have worked with these agencies. The following concerns were expressed.

- ▶ Agencies indicated that solicitation documents were misunderstood, and that what they received was not what they wanted. They also felt that they had a lack of control over the design of the final product.
- ▶ Architects felt that design/build could be a conflict of interest. They also objected to the huge expense in the development of design/build proposals, and felt they lost control over the quality of design.
- ▶ Agencies use design/build not so much for cost savings (the cost just slightly less overall) but because it results in fewer change orders and in significant time savings.

In Board discussion, the point was forcefully made that design/build requires a knowledgeable client. Several board members expressed concern that small municipalities are not equipped to use it effectively. Other board members expressed the opinion that in public projects design/build is here to stay; that the AIA should lead the way in defining its use. What do you think? Let Walt Lewis know by writing to Walter Lewis, FAIA, School of Architecture, University of Illinois at Urbana-Champaign, 608 E. Lorado Taft Dr., Champaign, IL 61820.

The September Board meeting is traditionally the meeting during which board members vote on three finalists for the AIA Gold Medal. Any board member may nominate a candidate, and the three selected will be presented to the Board by architectural historian Richard Guy Wilson, of the University of Virginia, for a final vote in December. The three candidates for the 1991 Gold Medal are Robert Geddes, FAIA, Hugh Newell Jacobsen, FAIA, and Charles Moore, FAIA.

This is just a sample of items discussed during the meeting. I will discuss others in upcoming *Focus* issues. In the meantime, if you have any questions or concerns, call me (312/642-1820), write me at 9 W. Hubbard, Chicago 60610, or stop me in the street. It's important that I represent you.

Cynthia Weese, AIA

OBITUARY

Norman DeHaan,
FAIA, FASID



The death of Norman DeHaan, FAIA, FASID, on Friday, August 24, of complications from liver cancer, has left us stunned and feeling the sadness of a great loss. For us at the Chapter we first recall working with him during his presidency of the Chicago AIA in 1985-86. But then reflecting upon all of his interests, and involvement, and his professional accomplishments, we realize the scope of his life, and the enormous contribution he made to the design profession.

Norman DeHaan, architect, interior designer, president of Norman DeHaan Associates, formerly assistant design director of Container Corporation of America, had worked abroad for the United Nations Korean Reconstruction Agency and as architectural advisor to the president of the Republic of Korea. Recently he was appointed to serve as a member of the Joint AIA/White House Advisory Group involved in the architectural decisions relating to the preservation of the White House. He was the founding national president of ASID, regional representative of the Art in Embassies program of the U.S. State Department, chairman of the national AIA Interior Architecture Committee, and delegate to the World Congress of the International Federation of Interior Designers and Architects.

Mr. DeHaan served on many, many juries and panels, including the ASID, AIA, National Endowment for the Arts, U.S. Army Corp of Engineers Construction and Research Laboratory Interior Environment program, and the National Fire Prevention and Control Administration. He was a member of the Costume Committee of the Chicago Historical Society, vice president of Chicago Wildflower Works, vice president of The Bright New City Foundation, a governing member of the Art Institute of Chicago, and a member of the Auxiliary Board of the School of the Art Institute. He also served as vice president/president-elect of the International Federation of Interior Architects/Interior Designers (IFI), a 29 nation organization.

The Chapter extends its sympathies to Mr. DeHaan's family and friends.



Affordable Housing - Changing Tradition

By Cynthia Weese, AIA

The first criteria for producing successful affordable housing is directly under the purview of architects.

Chicago's long tradition of concern for affordable housing began one hundred years ago. The first subsidized housing project in the city was Frank Lloyd Wright's Francisco Terrace, built in 1895. This "model tenement" was an auspicious beginning to low income housing. Forty of the 44 units faced an interior courtyard, which was entered through a richly ornamented terra cotta arch; the others faced the street. The effect was that of a small village. Francisco Terrace was built by Edwin Waller, a River Forest businessman who budgeted \$25,000 for the entire project. He expected only a 3% return on his money. This was in contrast to George Pullman, who built his model town with the goal (perhaps never achieved) of a substantial 6% return on his rentals. Waller was a businessman *and* a philanthropist; Pullman was a businessman.

A number of other early Chicago housing projects were financed with philanthropic monies. Garden Homes, a 154-unit project designed by Charles Frost, was underwritten in 1919 by developer Benjamin Rosenthal. The three-bedroom houses were sold to working families at cost. The Marshall Field Garden Apartments - 616 units costing \$6.2 million - were financed by the Estate of Marshall Field and were built in 1929-30 under the direction of Marshall Field III. Public monies became available in the 1930s through the New Deal's Public Works Administration. The PWA built the 925-unit Lathrop Homes in 1928 and turned the project over to the newly created Chicago Housing Authority to manage. The 1,661 units of Ida B. Wells Homes were built in 1938 by the CHA; this was the last of the pre-war public projects.

Post-war housing has been financed by the Chicago Housing Authority, the Federal Department of Housing and Urban Development through a number of programs, and most recently by the city of Chicago. In recent years a number of not-for-profit community based development groups have joined in the effort to solve the city's constantly increasing housing problems. One of the earliest of these was formed by a group of businessmen within days after the looting and burning in Lawndale following Martin Luther King's assassination. Others, such as Bickerdike,

Voice of the People, and Lake Front S.R.O. have been formed within the last 10 to 15 years.

During the past decade, federal funding came to a virtual stand still. Ronald Reagan's presidency built up our defense machine at the expense of many other needs - perhaps the most tragic of these was the need for affordable housing. Lack of housing stock has added untold numbers of people to the homeless rolls. The need for dignified shelter is basic to humanity. An overview of affordable housing built in Chicago in the World War II years reveals that while the units that have been built provide shelter, most do not have the dignity and humanity of earlier pre-war projects.

Perhaps the single most devastating decision was to pursue *Ville Radieuses* planning concepts to build high rise blocks in super blocks. We are familiar with the results; i.e. Cabrini Green, Robert Taylor Homes. Much has been written about their inherent problems - lack of security, separation from the rest of the city. As early as 1965 a resident was quoted in the Chicago Daily News as saying,

"We live stacked up on top of one another with no elbow room. Danger is all around us. There's little peace or privacy, and no quiet. As the world looks on all of us as project rats, living on a reservation."

Since Wright's early example, many of Chicago's leading architects have been involved in low-income housing in the city. Hugh Gardner, Philip Maher, Alfred Shaw, Skidmore, Owings and Merrill, Harry Weese, Bertrand Goldberg, George Fred and William Keck, Stanley Timman, Ben Weese - the list is long and an impressive one. Their efforts in most cases have produced some of Chicago's best subsidized housing.

What is necessary to produce successful affordable housing? There are three basic elements. The first is an architecture that adheres to the time honored precept of "firmness, commodity, delight"; the second is concerned, skillful project management; third and last are the proper services to meet residents' needs.

The first criteria is directly under our purview as architects. When we started our office 13 years ago, we worked on remodeling some 1,500 units in Lawndale. Many of these units had been built

ancisco Terrace, Oak Park; design architect, Ben Weese, FAIA, at Harry Weese & Associates.

remodeled within the past decade and had fallen into disrepair due to bad management. Our tire staff made a tour of a number of buildings. The lessons were graphic and immediate. Security is critical. Tenants need to feel and believe; if they do they will take care of their housing. Construction details are important: bathtubs tiled with ceramic tile last well, as do cast iron radiators and metal kitchen cabinets; metal fin base radiation is easily smashed; rats will eat the particle board behind formica counters (they like the glue); and locks on bedroom doors can lead to frustration and bashed-in drywall partitions.

In the years since, we have learned that apartment living rooms must face the street; further, they must have screen doors so people can have their doors open in order to see and be seen. We have learned that under-counter refrigerators S.R.O. kitchenettes are unsatisfactory - tenants cannot buy food on sale and freeze it. Most importantly we have seen verified what we intuitively felt at the beginning - that affordable housing must be much more than minimum shelter. It must be firm, commodious, and delightful.

I was once chided by a client for referring to low cost housing. She said firmly and very correctly, "Low income does not mean low cost." Affordable housing must be built solidly; it must be built to last. Indeed, the construction in some cases must be more substantial than ordinary residential construction. In addition, large families or extended families do not need less, they need more space. Further, all humanity responds positively to light filled, well proportioned, serene spaces. The prouder people are of their environment, they better care they will take of it.

Which brings us to management. Any building can be destroyed without strong and continuing good management. This involves screening tenants carefully: some managers visit prospective tenants in their current apartments before admitting them. It involves keeping close track of the condition of individual units and evicting those tenants who will not keep their units in order. As we have seen recently at Chicago Housing Authority, keeping projects secure is a further and critical part of the responsibility of good management.

Finally, a network of social services for residents of a building or project is tremendously important. In many cases, tenants are very fragile people - alcoholics, drug addicts, badly treated by society. At the Harold Washington S.R.O., one of our recent projects, 100 tenants are helped by a

staff of three social workers. They provide personal counseling, job counseling, and plan joint tenant social activities. In this case, the combined experience of dignified, well-managed housing with a caring staff has dramatically changed a number of lives.

We have a great backlog of need for affordable housing. The City of Chicago Department of Housing is working on the problem with its "New Homes for Chicago" project, which offers city-owned lots for very little to teams of developers and architects. They have received 24 proposals totaling \$13,000,000, and have \$2,000,000 to award. Obviously a housing crisis is upon us. When we are able to deal with it in a meaningful way, we must remember that housing starts with the individual - not with the institution.

For additional historic information on Chicago's subsidized housing, Devereaux Bowly's fine book The Poorhouse: Subsidized Housing in Chicago 1895-1976 is a very important text. (Southern Illinois University Press, 1978.)

The lessons of the need for affordable housing are immediate and graphic, proven in these before and after photos of the Lawndale project, Bickerdike II by Weese Langley Weese with Peter Landon Architects Ltd. Photo of Bickerdike II: Wayne Cable, Cable Studios, Inc.



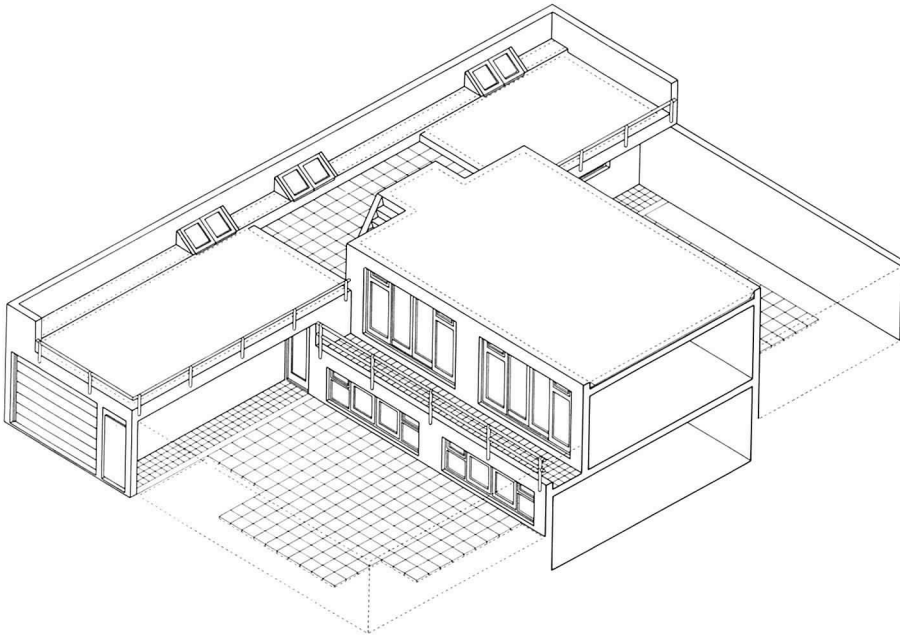
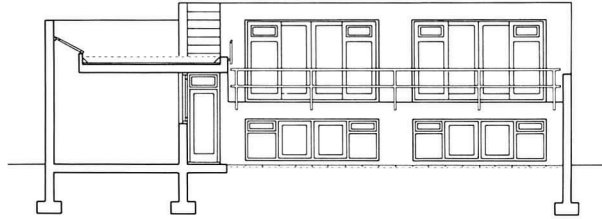
Affordable Housing

Sketchbook

Sketchbook Schedule

□ December - JUST SKETCHES. Share your sketches of any project (interior or exterior), site, landscapes, your travels, et al. The only prerequisite is that your "entry" be a sketch. Due October 16.

□ January 1991 - Cultural Arts Facilities. Due November 17, 1990.
 □ February - Restaurants. Due December 1990
 □ March - Hotels/Motels/Resorts. Due January 18, 1991



Low Income Housing South America

A new type of housing unit for low rise urban housing, designed for high density development and utilizing solar radiation in our increasing reliance on limited fossil fuels: sun levels, providing space that is cool in summer and warm in winter by taking advantage of new constant temperature of the surrounding earth all year round, incorporating both summer and winter gardens onto which the habitable rooms look out. An alternative the high rise, high density building.

JP Architects & Planners Chicago

The firm provides complete architectural engineering services, specializing in commercial buildings, tenant finish outs, and reside projects. Recent projects include an office/warehouse complex in Schaumburg, Delco Automotive Repair Shop in LaGrange and a townhouse project for Lake Barrington Shores.

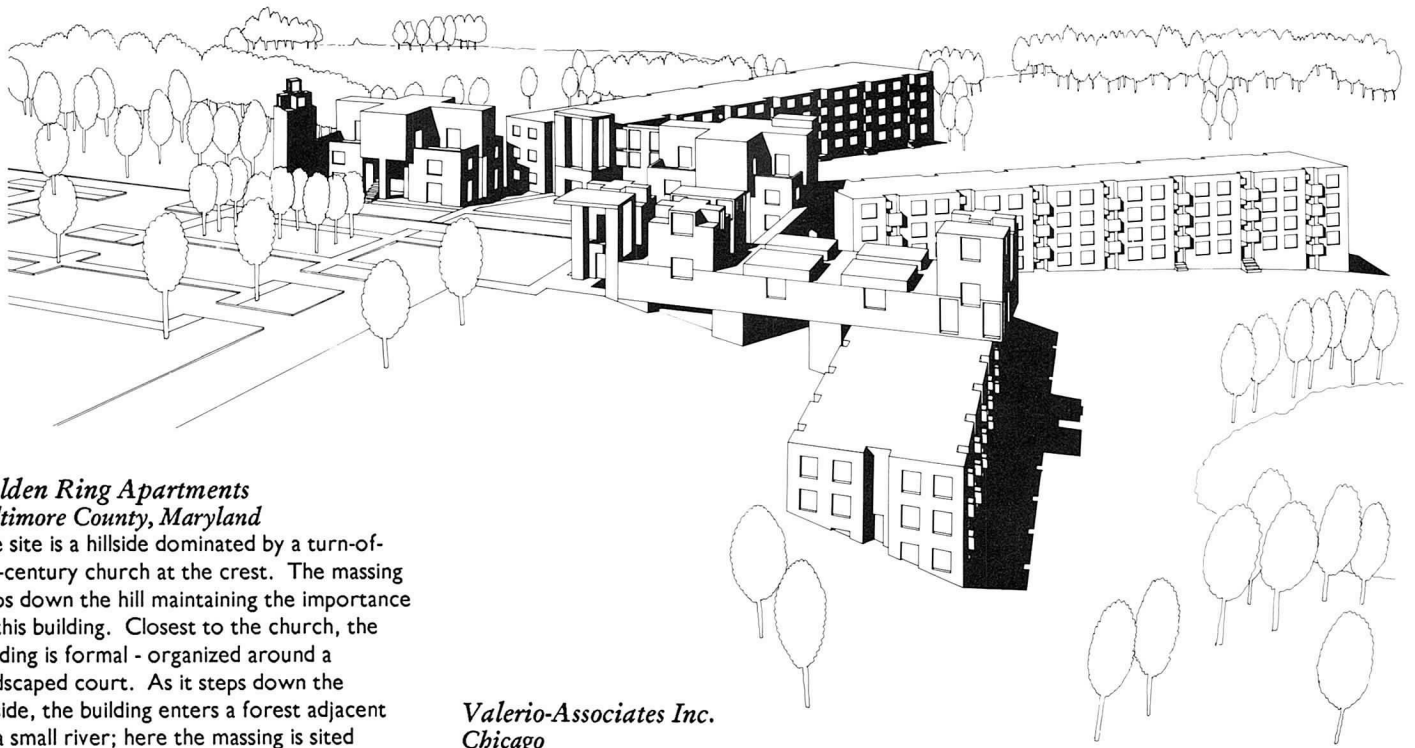
Scattered Site Housing Program

To be built on various sites across the city, this program will provide 103 homes for Chicago residents. Each building is designed to be no more than two stories in height, ensuring direct access to private yards and communal play areas, thereby promoting social interaction among its occupants.

Roy H. Kruse & Associates, Ltd., AL Architects Chicago

Founded in 1973, the firm is currently involved in a variety of industrial, commercial and residential architecture. Current Chicago projects include low income scattered site housing, the Townhomes at Dearborn Park Two, the Maud Street Townhomes and Clybourn Ave. Commercial Development, and urban residences at 100-112 W. Delaware Pl.





Golden Ring Apartments
Baltimore County, Maryland

The site is a hillside dominated by a turn-of-century church at the crest. The massing steps down the hill maintaining the importance of this building. Closest to the church, the building is formal - organized around a landscaped court. As it steps down the hillside, the building enters a forest adjacent to a small river; here the massing is sited on the natural topography rather than a man-made geometry. The architecture is conceived as a palace of clear anodized aluminum cladding. The shapes are purposely ambiguous - vernacular, is it architecture as envisioned by Roger Brown, is it a set from "Diner" (also in Baltimore) or is it all of these things?

Valerio-Associates Inc.
Chicago

"Getting people to think about architecture instead of buildings is the issue. Our design drawings are technically inexact, but exact emotionally. Our buildings always have functionally useless parts; allowing people to experience something that is purely architecture. Our motto: Build or die!"

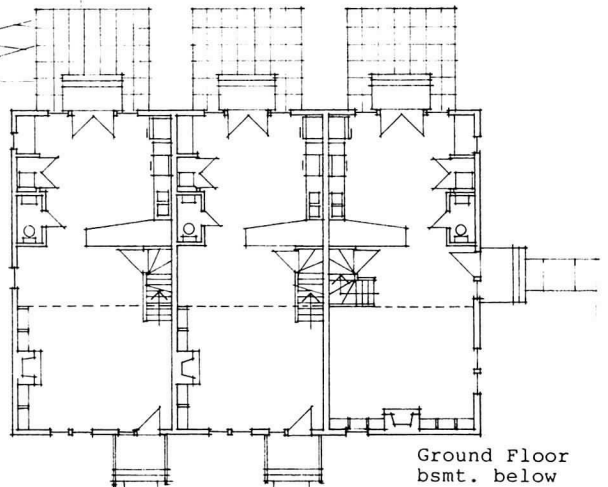


Modest Housing

Chicago has undergone quite a rebuilding and building up of the old neighborhoods in the last 20 years. The development has depleted the stock of existing affordable, single-family and two-unit buildings. As a result, the cost of buying and rehabilitating an existing building has become unaffordable. An alternative is a simpler and smaller, new house, or rowhouse that is considerably less expensive than its "luxury" counterpart. Simplicity of plan and material will allow reduced costs without losing the quality of real materials that many of the current inexpensive townhouse developments have.

Peter Landon Architects Ltd.
Chicago

Peter Landon Architects Ltd. is a full service architectural firm involved with residential, office, and commercial work. Affordable housing is a main focus in our firm. For the past several years the firm has been involved with several not-for-profit community groups in providing decent and affordable housing for Chicago, and has had extensive experience with both federally and locally financed subsidized housing projects, as well as custom residences.



Ground Floor
 bsmt. below

*Scattered Site Public Housing
Chicago*

This project consists of 101 dwelling units on 11 sites throughout Chicago. The largest sites will contain 18 units, while the smallest will contain three units. There will be three- and four-bedroom townhomes. Also included will be a 2/1 unit, which consists of a three-bedroom garden apartment with 2/3-bedroom duplex units atop. The building assemblage consists of brick veneer and vinyl siding. Chicago's public housing is easily identifiable with its institutional appearance and its flagrant disregard of the street fabric. With this in mind, such "residential appearing" devices like bay window, gable and hip roofs were employed. The project will start construction in May 1990. It was brought in at \$57.94 per square foot without straying from Chicago's strict building codes.



*Johnson & Lee Architects
Chicago*

This is a seven-person, architectural and planning firm that provides a wide range of services on the design and construction of office, commercial, residential, and institutional projects. "At present, we find ourselves carving a niche in the affordable housing market. As a welcomed opportunity, affordable housing allows us to exercise our problem solving ability, our familiarity with building construction methods, and our design talent in a hungry market."



Masonry '90: Housing - The Affordable Dream



Chicago Site Visit

Masonry '90: Housing - The Affordable Dream is a student design competition sponsored by the International Masonry Institute (IMI) and the American Institute of Architecture Students.

Students are invited to explore the many facets of designing an urban housing complex that incorporates qualities of life not often found in the city. This international competition will be an exercise in affordable housing with an emphasis on creative design in masonry.

The International Masonry Institute, in coordination with the Illinois Institute of Technology AIAS Chapter, will be hosting a unique site visit program October 12-13, for the *Masonry '90: Housing - The Affordable Dream* competition site in Chicago.

This site visit program will be an excellent way for local professionals and educators to get involved in the affordable housing issue and the student competition.

The program activities will kick-off with an opening night reception in Mies Van der Roe's famous Crown Hall, and will be highlighted by an address by Hugh Hardy, FAIA, of Hardy Holzman Pfeiffer Associates in New York. The following day, par-

ticipants will visit the competition site, and then have an opportunity to address a panel of experts on the important issue of affordable housing. The site visit weekend will finish with a reception at D.H. Burnham's Transportation Building, which will be keynoted by Ben Weese, FAIA, of Weese Langley Weese Ltd.

Of course, the weekend program will allow the students to spend some time visiting the architecture that made Chicago so famous.

For more information on the site visit, or to obtain a competition program, please contact the AIAS National Office at 1735 New York Ave., NW, Washington, DC, 20006. Telephone: (202) 626-7472.



Communication = Coordination

By W. Dean Walker, AIA

Coordination of A/M/E Specifications

The coordination of architectural and mechanical/electrical specifications is a timeless problem. Many speeches have been given and many articles and books have been written on the subject. What it boils down to, plain and simple, is "communication."

Apparently the communication issue is being recognized. A review of seminars recently offered at both the AIA and CSI national conventions indicated that architects really need to work on their communication skills. Therefore, developing good communications with your mechanical and electrical engineers is extremely important. Waiting to discuss specification issues until a few weeks before the construction documents issue date is too late - communications should start immediately.

General Specification Procedures

The following items are of a general nature, but greatly improve the coordination process:

- ▶ Let the mechanical and electrical engineers know what type of construction contract the project will be under (general contractor bid, negotiated).
- ▶ What General Conditions will be used, AIA or "owner's" special?
- ▶ Will separate prime contractors be used (similar to CDB work)?
- ▶ Will a construction manager be involved, and what is his or her role?
- ▶ Will the project be phased or staged, and, if so, how (early site, foundation, substructure, superstructure, exterior envelope or other)?
- ▶ Where will alternates and allowances be listed?
- ▶ How will product/equipment naming be handled; i.e., proprietary, a minimum of three, or the use of "or approved equal"?
- ▶ Who will approve submittals and substitutions?

Insist that their specification sec-

tions follow the 16 - Division, Master-format numbering system. If you have a standard Division 1 - General Requirements set of documents, give them a copy so that they will know what general requirements will be covered in the "front-end," so to speak. Many times, mechanical and electrical engineers have their own general provisions specification sections, which are in total conflict with the architect's Division 1 - General Requirements Sections. The above listed items can be put in a standard form that can be edited for each project and given to the mechanical and electrical engineer. Tell them at the beginning of the list that they should format and edit their specifications accordingly. This will assist them greatly when they are preparing their specification sections.

General Specification Formatting

Depending on the degree of coordination desired, if a comprehensive set of specification documents is desired, then additional general formatting issues need to be discussed at the early stages of contract document production. Items such as typeface and style need to be discussed. With the ease of word processing outline programs available, many engineers as well as architects use a modified version of the CSI numbering system within each spec section. Others still use a basic block format or a line numbered method. Whatever method is standard in your office, that information needs to be given to your mechanical and electrical engineers. It also is helpful if your engineer can match your typeface.

As far as language is concerned, short paragraphs are preferable. Lengthy paragraphs tend to confuse all users of the specifications. The writing style must be left up to the engineering writer, but if you have certain words that should not be used in engineering specifications, let the writer know. Examples might be: you review not "approve," "recommend" not "direct," "review" not "inspect," and **you** don't stop the work, the owner does. Make these preferences clear to the engineer. Also, unless the engineer is hired by the owner or is an engineer on the staff of the architect, stress that they are consultants - and that they are only to use the word Architect in the specifications when it comes to acceptance or review of the work. Stress to them that they will have a say in the area of their respective work. If words like "ac-



P.S. If you're current in specifications you're using a computer to help in preparing the documents.

Continued on page 1

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PRACTICE POINTERS

Effective Management

Developing Architects into Managers: Four Major Steps

By Debra Siegel, Ph.D.

Ensuring that quality professionals are in line to move into management positions is essential to the ongoing success and smooth operation of any organization. Whether it be due to retirement, attrition, or other unanticipated events, the loss of a key management figure can leave a critical void.

While some firms may opt to look outside to replace their managers, there are many advantages to identifying existing talent within the firm. First, it helps to retain and motivate talented architects who might otherwise feel stagnant in their careers. No firm can afford to lose good people to the ever-increasing competition today. Second, promoting architects avoids the problems of new managers having to learn the "culture" of the firm while assuming new responsibilities. Finally, internal promotions avoid costly fees from search firms.

The question that arises is how one goes about identifying and developing architects with managerial potential who are exclusively or primarily involved in the "hands on" design work of the firm. This may seem particularly challenging in light of the lack of management or business focus in architectural education programs.

Based on our experience with architecture and engineering firms, as well as other types of organizations, there are four major steps to any effective succession plan. They are as follows:

1. Top management must endorse the succession planning process. Without the support of the senior partners or principles, these programs are perceived as mere "lip service" by the more junior staff in the firm. This is not to deny the critical role of the

human resource function, presuming it exists, in developing and implementing these programs. However, typically, such efforts are in vain without the active endorsement of top management.

2. The next step is to profile the management positions within the firm. These may range from project managers to senior partners. The point is, no position is too low on the totem pole to characterize, a priori.

Position profiling goes beyond simply reviewing job descriptions. We recommend that interviews be conducted with those individuals who are currently in the different management positions to describe the skills they deem as critical to their jobs. However, this process would be ineffective if it did not include some projections about the future. That is, in what direction does the firm see itself going in the next three to five years in terms of specializations and size? Does the firm anticipate merging with another firm, as is so common today, or does it plan to retain a smaller and more "boutique" operation? Depending on the answers to these questions, different managerial styles may be indicated.

3. The next step in succession planning combines the identification of managerial potential and the mapping of career plans to develop this potential. In some firms, the managing partners select individuals whose interpersonal and professional style is most consistent with that of the current management. While this approach is not necessarily a poor one, it may fail to identify many talented individuals. This is particularly true in the case of those architects who have never had the opportunity to demonstrate any managerial skills.

Another approach for identifying and developing managers is the use of Career Development Centers. These have proven to be particularly effective with individuals in more technical professions. The CDC involves the observation by professionals of a group of individuals performing in simulated work situations. The simulation exercises are customized to reflect typical

challenges faced by the manager in a specific firm.

After participating in the CDC, each individual receives feedback from professional about his or her strengths and developmental needs. Typically, the individual's manager is present during this session, although this is optional. However, the critical component of the feedback (and the overall succession plan, for that matter), is the determination of an individualized, career development plan.

A variety of different activities may be recommended for development, including job rotations and special assignments. For example, an architect might be given project management responsibility before being promoted to an actual supervisory or managerial position.

Sometimes it may be difficult to offer job rotations or assignments in the work setting. Take the case of the architect who has come to specialize and excel in one industry. He or she must be assigned to these projects to maintain the expertise and quality that the client expects. However, this presents a conflict in that the individual's development is compromised.

In such instances, off-the-job activities can provide valuable developmental experience. For example, individuals can become involved in the leadership of their professional association. Civic or community groups also offer an opportunity to practice leadership skills in a less threatening setting. Other developmental recommendations include formal courses and workshops that focus on such skills as marketing, oral presentation, finance, and interpersonal relations. All these contribute to effective management, but none are part of the curriculum in most architectural programs.

The final step in succession planning involves monitoring the performance of individuals and their developmental plans. Often we have seen the most elaborate and expensive program wasted because of a lack of follow-up. We believe that the progress of the developmental plans should be reviewed at six and 12 months. At these junctures one can often recognize which individuals are truly suited for managerial paths and motivated to pursue the necessary training. Very often after some experience with it, individuals are able to arrive at the conclusion on their own, that they are not interested in this direction.

In summary, we believe that an internal succession plan is critical for identifying and developing architects who

in move into management positions in the future. We feel that to be effective a program must include:

1. Support of top management,
2. Position profiling,
3. Evaluation of individuals to identify strengths and developmental needs, which include
 - a. Use of some type of assessment or simulation for the evaluation
 - b. Provision of feedback regarding strengths and developmental need
 - c. Determination of developmental activities
 - d. Determination of career plans
4. Monitoring the progress of these plans from both the individual's and their managers' perspectives.

Without talented players "on the bench," even the most prominent and successful architectural firm can feel itself losing ground in the competitive environment. While developing relationships with prospective and current clients is critical to bringing in the business, an effective management team is necessary to oversee the internal operations that ensure quality and timely servicing of this business.

Dr. Siegel, who is a graduate of Northwestern University's doctoral counseling psychology program and who holds a master's degree in social work from Columbia University, is a senior associate at Stephen A. Laser Associates, P.C. The firm advises companies on hiring and promotion, management and executive development, and strategies for managing change. Among the clients of Stephen A. Laser Associates, a licensed psychological corporation located in Chicago at 20 N. Wacker Dr., Suite 3010, are AT&T, Eric S. Baum and Associates, CTL, and Underwriters Laboratories.

M/E Specifications

Continued from page 12

Accepted by the mechanical engineer (or electrical engineer)" appear in the specifications, you will be surprised how quickly you can lose control of the project.

Work Related Coordination Items

The following is a listing of general,

mechanical, and electrical work items that can be specified to be provided by either trade grouping, generally considered Division 1 through 14, or in Division 15 and/or 16. In order to avoid duplication or differences within the specifications, the items that will be covered in Divisions 1 through 14 need to be given to the mechanical and electrical engineers soon after the start of the contract document preparation stage. Following are the items to be considered.

Division 1 - Responsibility for temporary controls and utilities; cutting, rough and finish patching of in-place construction for M&E work; demolition and alteration requirements.

Division 2 - Items include excavation and backfill inside and outside of the building; dewatering of the entire site including trenches; subsoil drainage inside and outside of the building; drains in parking areas, manholes and manhole covers; excavation and concrete required for landscape lighting.

Division 3 - Framed slots and openings in walls, decks and slabs; concrete for M&E equipment foundations, pads and bases inside and outside the building; vapor retarder for slabs beneath building; insulation around underground air ducts.

Division 4 - Framed openings in walls; reinforced CMU lintels over M&E openings.

Division 5 - Heating/cooling unit enclosures; catwalks and ladders to equipment; ornamental grilles for air distribution; escutcheons on finished surfaces pierced by sleeves of M&E equipment; steel M&E equipment supports from structure above or on roof; supplementary steel for M&E equipment; trench drains at docks.

Division 6 - Mechanical and electrical components in architectural woodwork.

Division 7 - Very important coordination items include waterproof sealing of sleeves through waterproof slabs (most engineers still use "oakum," which won't work with today's high-tech waterproofing systems); fireproof sealing of openings in slabs, decks, and fire rated walls; prefabricated or field fabricated roof curbs; roof vent pipe, roof curb cap, base flashing, and roof drain flashing (remember lead is not accepted by many of the single-ply roofing system manufacturers, but it appears in all engineers' specifications); roof drains (make sure that the type specified matches the type of roofing system to be used); flashing for conduit passing through the roof; roof walkway pads to

equipment; shower stall pan flashing; sheet metal closures at cooling towers; exterior electrical transformer surround.

Division 8 - Finished wall and ceiling access doors, panels, and supporting frames; electronic and security hardware; door louvers.

Division 9 - Finish painting of exposed work, including piping, ducts and conduit in finished spaces; finish painting of M&E work on the roof; painted color coding of piping; touch-up painting of equipment and supports; gypsum drywall, shafts and tunnels utilized for air ducts.

Division 10 - Wall louvers, including cooling tower wall louvers, blank-off panels, dampers, and screens; central soap dispensing system; toilet room accessories; prefabricated showers; precast terrazzo shower receptacles; fire extinguishers and cabinets; wiring for sun-controlled devices.

Division 11 - Kitchen range hoods; dishwasher hoods; walk-in refrigerator insulation in floor below; food service equipment; residential equipment; unit kitchens.

Division 12 - Systems furniture electrical work; lighting for interior planting; controls for electrically operated blinds and shades.

Division 13 - Integrated ceilings; building security or parking garage card readers; pool or fountain equipment; sound/vibration equipment or construction; sound control rooms; window washing equipment; solar equipment; building security desk surround and trim members; grilles and dampers in computer room flooring and grounding of computer room flooring; building automation system equipment.

Division 14 - Elevator, escalator, dumbwaiter and moving walk power requirements; trash chutes; pneumatic tube systems; hoists and cranes; powered scaffolding.

The list can go on. Each of you can probably add additional items. Remember communication is your best ally.

Lastly, it is highly recommended that the project architect review all engineering specifications prior to bidding. You'll have far fewer headaches later on, and your owner may give you his next project because the one you just reviewed was so well coordinated.

Walker is manager of specifications at Lohan Associates and chairman of the MasterSpec Review Committee

THE BOOKSHELF

Housing

Reweaving the Urban Fabric: Approaches to Infill Housing, *New York State Council on the Arts*. Princeton Architectural Press, 1988. 160 pages, \$24.95 paper.

Reviewed by Morgan Fleming

This book is dedicated to the unsung heroes - those design professionals and citizens who are fighting the odds to create decent and affordable housing for our cities." The following quote contained in the acknowledgments by Deborah Norden sets the stage for the overview of the current trends in affordable housing. Deborah Norden is then followed by an introduction by Peter Marcuse who very poignantly states, "In the face of all of this, the Federal government has called a halt to all construction of additional housing for the poor, and the city government of New York resists providing adequate shelter for the poor because "they want to stay there permanently," yet gives tax abatements for million-dollar condominiums and sees the promotion of more luxury housing as a desirable city objective. "Scandal" and "shame" are words too mild for these conditions.

Whereas the words "scandal" and "shame" may make many of us feel uncomfortable about facing the realities of affordable housing, this catalog attempts to present the facts of our current situation. *Reweaving the Urban Fabric* is rich in solutions to the growing problem of affordable housing, from essays, to photographs and sketches, this catalog attempts to provide answers, not through architectural fantasies but through successful solutions of the past. Essentially, this discussion of affordable housing is contained in essays, "Infill Housing: A Remedy to Harlem's Deterioration," by Ghislaine Hermanuz, "Housed Together: The Shape of Urban Infill," by Marta Gutman, "Strange Fruit: The Legacy of the Design Competition in New York Housing," by Richard Plunz, and "Symposium Notes: The Future of Infill Housing." The book is then wrapped



up in an overview of the worldwide successful solutions to affordable housing built during the early and mid-1980s.

Reweaving the Urban Fabric: Approaches to Infill Housing, is an excellent tool for obtaining a handle on the current trends and issues involved with the complex subject of affordable and urban infill housing. From drawings, sketches, and photographs the reader is able to evaluate successful solutions that cross the borders of architectural ideologies, styles, and geographical locations. Yet, *Reweaving the Urban Fabric* makes the strong statement that housing, both affordable and infill, should be an architectural priority, as well as documenting the fact that there are solutions to a very complex problem.

Vacant Lots, edited by Carol Willis and Rosalie Genevro. Princeton Architectural Press and the Architectural League of New York, 1989.

Reviewed by Morgan Fleming

In the late 1980s, the problems of providing low cost housing, as well as housing the homeless, became painfully apparent. From homeless on street corners to the rows of bodies in parks and subway stations, the housing dilemma, especially in New York City, was becoming a problem of epic proportions. Responding to the crisis, the New York City Department of Housing Preservation and Development developed a ten-year, \$5.1 billion housing plan that would encompass both the new construction of homes, as well as rehabilitation of existing abandoned structures. Yet, the city of New York had at its disposal thousands of vacant lots too small and scattered to support large scale development.

In answer to the problem of scattered site construction, the Architectural League and the Department of Housing Preservation and Development selected 10 vacant lots for development. The architectural community of New York was then asked to propose feasible solutions to provide low and moderate income infill housing. *Vacant Lots* is a catalog of the unique and diverse solutions for the 10 sites chosen for future development.

The lots were spread across four of the five boroughs of New York, with the Bronx, Brooklyn, and Queens containing three each, and Manhattan containing only a single site. The solutions are presented in a myriad of ways, from the extremely abstract to solutions that could be built by community based development groups and small builders. One of the most impressive schemes is in fact the first structure presented for Site 1, by the firm of Voorsanger and Mills Associates. The 6,633 square foot site involved four adjacent lots of land which run through the block between East 144th Street and East 143rd Street in the Bronx. Voorsanger and Mills were able to place four separate three-story buildings on the site, each between 1,995 square feet and 2,422 square feet. Providing a total of nine 3/2 bedroom units ranging from 660 square feet to 840 square feet, three on bedroom apartments between 284 square feet and 653 square feet, and 3,426 square feet of garden area.

Unfortunately, whereas Voorsanger and Mills provided excellent documentation, as well as an ingenious solution, the catalog on the whole is weak in its conviction to provide viable solutions to New York's scattered site housing crisis. Whereas, *Vacant Lots* should be screaming to architects that scattered site development is an issue demanding immediate attention from the profession, the catalog instead provides but a mere whimper through the presentation of many weak and unfinished projects.

The Weissenhofsiedlung: Experimental Housing Built for the Deutscher Werkbund, Stuttgart, 1971, by Karin Kirsch. Rizzoli International, New York 1989.

Reviewed by Eric Emmett Davis, AIA

Having wandered through the Weissenhofsiedlung while it was under restoration, and knowing its place in the development

modern Architecture, it was no surprise when I came upon this book: I knew there had to be one somewhere, someday. What was surprising was to discover the thoroughness of the examination, without a lot of ax-grinding on the part of its author. An additional reassurance that the book provides is its mellowness.

This book does what more of its type should do: it addresses an audience of architects as well as historians. The pages provide helpful information as to their architectonic development. This is not a coffee table book of pretty pictures: it's for people who design and/or analyze buildings for a living. After explaining the overall project, each building is documented throughout its development, with all of the revisions and changes placed in context. Karin Kirsch, and her husband Gerhard, who did the drawings from the original plans, have shown not only how structures themselves but the process leading toward their realization. Much of the fun of this book is in the discussions, correspondences and offhand remarks of the participants and organizers. As one familiar with what bureaucracies can do to architecture, I especially appreciated this aspect of her account.

At the same time, this book demonstrates what bureaucracies can do to architecture, and that is the timely aspect to which I refer. In a time when public housing is a national disgrace, in a place where standards of accessibility and livability are in need of re-imagining, a careful study of the Weissenhof housing is not only useful, it's essential. In the chaos of the Weimar government, it was able to produce a complex of architecture of astounding excellence should provide hope and motivation for us, faced with the challenges of similar magnitude.

Kirsch's study reveals how skillful she is at convincing the ministers to continue to support the project, and at ensuring its successful completion. Chicago architects, faced with Cabrini-Green and Robert Taylor Homes, have heretofore thrown up their hands and said, "We can't do anything until they tear down the highrises and give us money to build with." With an aggressive partner like Vince Lane at the helm, and with this example as proof of the possibility of success, we should be able to gauge the problem and design solutions to the political as well as the architectural challenges.

New Households, New Housing, edited by Karen A. Franck and Sherry Ahrentzen. Van Nostrand Reinhold, New York, 1989. \$42.95 cloth.

In his review of *New Households, New Housing* in the July issue of *Architecture* magazine, Jamie Horwitz, an environmental psychologist teaching at Iowa State University's College of Design finds that the editors "waste no time arguing against the conventional concept of house or home, or arguing for collectivized living."

Ahrentzen, who with editor Franck heads the firm Environmental Design Research Associates, states in her introduction to the book that it is "for architects, planners, developers, and others concerned with designing and developing housing for nontraditional households." She emphasizes that the housing needs of today's new family should be affordable, secure, with minimal housekeeping and maintenance responsibilities, ample opportunity to be with other residents, with accessible social and support services. The image of the married couple with young children, an employed husband and a homemaker wife does not match today's demographic realities. Nor do we have the financial prosperity common in American households in the 1950s and 1960s.

New Households, New Housing addresses the numerous and diverse housing needs of non-traditional households. Readers will find, in one convenient source, detailed information on various aspects of three different kinds of alternative housing: collective housing, housing for single-parent households, and SRO housing. Written by professionals in housing and housing-related fields, there are descriptions of the physical design, development process, social characteristics, and management approaches of over 50 cases of contemporary and historical housing in the U.S., Canada, and Europe.

It is essential reading for anyone concerned with contemporary housing issues. It challenges many traditional assumptions and offers alternatives that are both realistic and pluralistic. Horwitz sums up his review by saying that this book is "important for all students of architecture."

Karen Franck is an associate professor in the School of Architecture at the New Jersey Institute of Technology. Sherry Ahrentzen is an associate professor in the Department of Architecture at the University of Wisconsin-Milwaukee.

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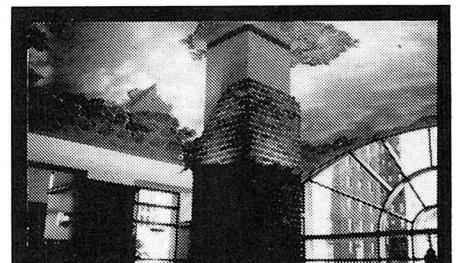
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THE BOOKSHELF Management

The Brains Behind Managing Brainpower

Architect Frank Castelli, AIA takes a look at the book by Charles Thomsen, FAIA, which has inspired many comments from architects. Chapter President Sherwin Braun, who heard Thomsen speak at the AIA convention in Houston this past May, is just one of many enthusiasts, as noted in his July/August Focus President's Letter.

By Frank Castelli, AIA

Chuck Thomsen's *Managing Brainpower* (AIA Press) is an insightful and well-organized guide to the Business of Creativity. His book, divided into three volumes entitled "Organization," "Measuring," and "Selling," respectfully, is a thorough but concise exploration of the brainpower industry: its development, its daily functions, its management, its marketing, its strengths and weaknesses. Based on his experience as an architect who has worked his way to becoming a major decision maker in several multinational brainpower corporations, Thomsen writes a book that will interest and educate all who work within the industry.

Brainpower is an elusive term to describe an even more elusive but vital commodity - human creative energy. It is creative energy that is the key difference between brainpower industry and what Thomsen calls "smokestack" industry. In smokestack industry, the goal of management is to produce a product - predetermined, a known entity. Only at the industry's earliest stage is human innovation essential, since the smokestack industry earns its money through the sale of the end product. In contrast, the brainpower industry, an architecture or engineering firm, for example, relies solely on the strength of its employees' ability to communicate, cooperate, innovate, and perform. Every building requires a distinct new approach, unlike the smokestack's constant, which is produced expressly by the brainpower behind it.

Brainpower is the force that determines a project's potential, so a client that purchases from a brainpower business is investing in the ability to deliver a future rather than an immediate product.

But brainpower industries cannot necessarily succeed on the intangible concept of aesthetic innovation alone. A service company is a business, and it takes management to make a business successful. The main challenge for management in a brainpower industry is how to harness this creativity, nursing without smothering, allowing freedom while providing structure, respecting employee ingenuity while earning an income, all of which determine the success and viability of a business. As Thomsen plainly states, "Many companies aren't limited by their talent or their market. They're limited by their management."

The responsibilities of management in a brainpower industry are many faceted. Managers must provide employees with challenging projects, a freedom to innovate, a forum for communication, and financial rewards. At the same time, managers have the responsibility to the client to provide solutions that are timely, economical, and well-conceived. Leaders must be able to evaluate and categorize that creative energy into asset and liability, determining an idea's potential. While management styles range greatly, the underlying reality is always constant: quality work must be produced to ensure the flow of more work. Only when leadership and brainpower work together can a business become successful.

It is evident that Thomsen values his staff, for he takes great care to credit and encourage those who perform well. In a brainpower industry, it is acutely clear that only when a firm employs a satisfied staff with high self-esteem will ingenuity and productivity thrive. At the root of Thomsen's philosophy on management, the idea that "a leader's first job is to develop people" is paramount. His discussions on hiring and firing offer realistic standards of evaluation for those who make staffing decisions as well as those who seek employment.

Thomsen addresses many aspects of the working life of a brainpower industry. His seasoned advice on sales covers the intricacies of marketing, the basics of a literate proposal, the importance of humor in presentations, and the emotional challenge of a debriefing call after a potential client's rejection. His in-depth outline of a firm's finan-

cial scoreboard is an effective resource for management and business personnel alike. He examines each angle of business with the precision of a surgeon at the fellowship of a mentor.

Managing Brainpower contains a wealth of information that is made particularly accessible through Thomsen's credible observations, conversational writing style, wit, and personal anecdotes. The comfort level with which Thomsen approaches his subject encourages the reader to refer to his guidance, in actual and future situations. Thomsen's narrative is so logic and his ideas so applicable that it is almost as if he were walking through a firm, fielding questions and offering a vice in each department along his way.

The book, organized in three closely related but self-standing volumes, is less a manual than a reference, to be used as a dictionary, which can help derive and address specific points of interest and generate new ideas. For an employee of a brainpower firm, reading the book is like being in a manager's mind, exploring the particular interests of a decision-maker. For a manager, the book serves as a screen to the big picture - how each component fits into the goals of management and contributes the success of the brainpower firm.

Frank Castelli, AIA, is a partner at Holabird & Root. He has been with the firm for 16 years and has served as the director of architecture since 1985. He manages manpower assignment for all projects, in addition to participating in firm's financial management.



ISTORIC RESERVATION

aving Historic Fabric

indow Restoration on the Rookery

Gail Wallace

All preservationists want to save as much of a historic building as possible, but windows are one of those items that seem to automatically fall under the chopping block. Windows are often considered too complicated to deal with. There are so many diverse conditions to address that, instead of restoring what exists, it is considered simpler and easier to replace with custom milled wood windows or acceptable aluminum "historic" windows.

Yet, all the technology for successful window restoration does exist. Although the initial reaction to 100-year-old sash might be that they are irreplaceable, closer inspection by a window contractor familiar with restoration techniques might reveal that much can be done to save the original, preserving the heritage of the building when it becomes worth the economic considerations and, in fact, may be less expensive.

In the case of the Rookery, Graham & Root's 1888 classic office building (McCluer Corporation is the architect responsible for the current restoration, with Hasbrouck Peterson Associates as conservation consultants), consideration was given for restoring the windows from the beginning, simply because of the significance of the architecture. In addition, the framing for these windows was built right into the masonry, and a complete replace (framed all) would have been very difficult. Still, custom milling duplicate sash was always looming in the background.

Besides being an integral part of the structure, the windows were in solid condition. Obviously the original builders chose to use top quality craftsmen and materials. The wood is consistently clear and knotless; the craftsmanship is precise, and all toleran-

ces and joinery tight. The double hung sash is 1 3/4" thick, and the distinctive hardware, especially the pulls, reveal the care given to the overall beauty of the windows. Also of interest is the fact that 100 years of Chicago weather did less damage to the sash on the outside than continuous use did to them on the inside.

One of the first steps involved in window restoration is a good window survey to determine what percentage of the window parts need restoration. So many times drawings directing contractors merely to repair "as required" are issued. Without a window survey with precise drawings and specifications, there is no way of knowing if the restoration work will meet Department of the Interior standards - or any standards.

With any window restoration project, including the Rookery, a painter/stripper, carpenter, glazier, and a miller usually are required. Each site has a unique combination of work items, and no two are alike. Most sites require some custom milling due to missing sash or sash modified for air conditioners.

The standards were set very high for the Rookery. It is usually best to use a team approach for spec development, as was done on the Rookery. The architect, developer, general contractor, and window contractor can provide an evaluation, develop an acceptable work prescription, and evaluate costs. A window contractor who does this type of work should be brought in early to do research, restore several test windows for review, provide recommendations, and give budget figures. The difference between the standard everyone wants and what can be delivered depends on a lot of fine line judgments that have to be arrived at by all. Research was done by all parties, costs were determined, and the result was positive.

The work prescription for the Rookery consists of removal of all the layers of paint; routing out of the glazing channel to accept insulating glass; filling all gouges, cracks, splinters, and

defects with wood fill and epoxy; sanding the window to a smooth surface, and applying a primer coat of paint.

While the work items may sound simple enough, the minute details of each step make a historic site challenging. The stripping, for example, has to be done in such a way that preservation of the sash is ensured. An appropriate dipping method is essential so that no residue is left on the wood. Concern that the glue would dissolve in the joinery during the dipping process was eased since a traditional mortise and tenon joinery does not use glue. The old paint is lead based, thus a stripper had to be found with appropriate licenses for hazardous waste disposal.

The old glass must be removed so as not to tear up the window sash. The remaining putty is then chiseled out with care. Routing is done with extreme care since the glazing channels are not perfectly square and most are uneven. For example, on one floor there are four different configurations of meeting rails calling for different glazing and routing techniques.

The insulating glass unit has to be placed in the window sash perfectly so that none of the spacer is showing from the interior. The sealant is applied to the glazing channel. A wood back stop is then applied. Any crevices created by a lack of squareness are filled with epoxy so that a perfect profile is created.

All of the windows need some epoxy work. Fortunately, some need just touch-up applications. Others are more damaged, calling for sculpting of the beveled edge or the rebuilding of a section. Extensive sanding is then done. Those areas, such as bevels, that are rebuilt cannot be machine sanded, so the epoxying is truly a work of art. After the sash is sanded smooth, a prime coat of oil alkyd paint goes on, and all unevenness of color disappears. The lines and profiles are perfect, and the window looks regal and pristine. A good window has been given new life, and most importantly, the economics were there.

Gail Wallace is president of Specialty Glazing and Supply, Inc. In the nine years it has been in business, Specialty Glazing's niche has been window retrofit, restoration, conversion, replacement and overglazing. In addition to historic window restoration, Specialty Glazing provides custom milled new wood sash for historic sites.

THE CALENDAR



October

3 ▼

Exhibition Closes

The Filter of Reason: Work of Paul Nelson. Graham Foundation, 4 West Burton Place. 312/787-4071

AIA Corporate Architects Committee 14 Annual Conference

Through 10/5. Hotel Nikko, 320 N. Dearborn. Registration 8:15 a.m. You may register by phone, 202/626-7535, or fax, 202/626-7518.

AIA Corporate Architects Conference Seminar

Salute to Commercial Real Estate. Hotel Nikko. 1:30 p.m. Information: 202/626-7535.

AIA Corporate Architects Conference Seminar

Leadership in Corporate Architecture. Robert Belcaster. Hotel Nikko. 2 p.m. Information: 202/626-7535.

AIA Corporate Architects Conference Seminar

Directions for the Corporate Architect: The Next Decade. Hotel Nikko. 3 p.m. Information: 202/626-7535.

4 ▼

AIA Corporate Architects Conference Seminar

Design Responses to a Changing Corporation. 9 a.m. Four more seminars available in this time slot. Hotel Nikko. Information: 202/626-7535.

AIA Corporate Architects Conference Seminar

Implementing Corporate Facilities Strategies. Hotel Nikko. 2:30 p.m. Information: 202/626-7535.

Sustainable Cities Symposium

Preserving and Restoring Urban Biodiversity. The Chicago Academy of Sciences. Through October 6. Information: Kathy Olsen, Land and Water Policy Center, 413/545-2499.

Fall Design Conference

A complimentary conference sponsored by the Merchandise Mart. Seminars include: *Fabric: New Directions in Design* and *Design Firm Profitability: the Issue of Fees.* Information: 800/388-MART.

WAL Graceland Cemetary Tour

Meet at main entrance. Irving Park and Clark Street. 11 a.m. \$1.50. Information: Judy Pigozzi, 708/475-7880.

5 ▼

AIA Corporate Architects Conference Seminar

The Morton International Building: A Case Study of Leasing Decisions. 9 a.m. Morton International Bldg., 100 N. Riverside. Information: 202/626-7535.

AIA Corporate Architects Conference Luncheon

Noon, The Art Institute of Chicago Stock Exchange Room. Closing Remarks, David Mosena - *The Corporation: Commitment to the Community.* Information: 202/626-7535.

AIA Professional Development Seminar

How To Use Professional Selling Skills and Gain More Clients. Speaker, Don A. White. Sheraton Downtown. Members \$245. Non-members \$295. Information: 202/626-7573.

UIC Exhibition Opening

Nikken Sekkei: Its Ninety Years and the Modernization of Japan. Gallery 400,

400 S. Peoria, Mon.-Fri. 10 a.m.-5 p.m. 312/996-6114.

Design Ball and Chicago Design Awards

Hosted by The Mart and Chicago Design Sources. Hotel Nikko. 320 N. Dearborn. 7 p.m. Information: 800/677-MART.

6 ▼

International Conference

High Tech in Urban Design: Chicago versus Paris. Graham Foundation, 4 West Burton Place. 9 a.m. to 5 p.m.

Exhibition Opening

New Architecture in Paris. Graham Foundation, 4 W. Burton Place. Through 10/25.

Chicago Affordable Housing Summit

UIC Circle Center, 750 S. Halsted. Illinois Room, 2nd fl. 9:30 a.m.-2 p.m. Lunch available. Information: 939-6074.

Career Day in Architecture

Sponsored by the Chicago Chapter AIA. Art Institute Stock Exchange Trading Room. 9:30 a.m. Information and Reservations: 312/663-4111.

Chicago Academy of Sciences Lecture

Saving Space in the Center City. William H. Whyte. Lecture at Chicago Historical Society, Clark St. at North Ave. 11 a.m. \$25. (Lecture Only) Luncheon at Chicago Academy of Sciences, Clark St. at Armitage Ave. 1 p.m. \$50, lecture and luncheon. Information: 312/549-0607.

Exhibition Closes

Thom Mayne of Morphosis, Architectural Objects. Gwenda Jay Gallery, 301 W. Superior, 2nd Floor. Information: 312/664-3406.

9 ▼

CCAIA Executive Committee Meeting

Chapter Board Room. 8 a.m.

▼
Environmental Lecture

toxic Chemicals: A Global Impact. Michael Brown. 7:30 p.m. Oakton Community College, 1600 East Golf Rd., Room 1540. Information: 847/653-1900.

Computer Expo for Consulting Engineers

Structural Engineers Association of Chicago. Hyatt Regency Hotel. Information: Tim Kilberg, 312/648-0000.

▼
CCAIA Office Practice Program

Portfolio Perspectives. Presented by Pearson, Lehman & Hutton. Time, place information: Jeff Brown, 847/506-0123.

SMPS Luncheon Program

Learn the In's and Outs of Securing Post-Secondary Education Work. Midland Hotel, 172 W. Adams St. Noon. Members, \$30; non-members, \$45. Information: Rene Wilder, 219/939-4002.

▼
AIA Professional Development Seminar

Optimizing the Small Firm. Major topics include; *Getting The Client, Getting the Project and Managing the Future.* The Sheraton Plaza Hotel, 160 W. Huron St. 8 a.m., registration; 9:30 a.m.-5 p.m., workshops. Information: 202/626-7353.

AIAS Competition Site Visit

Throughout 10/13. See flyer on page 11.

▼
Playboy Bldg. Tour

Interior Architecture Committee program. Meet at 15th floor lobby, 680 N. Lakeshore Dr., 5:30 p.m. AIA members, \$10, non-members, \$15. Reservations: 312/663-4111.

17 ▼
Graham Foundation Lecture

The Experience of Place, Tony Hiss. 4 W. Burton Pl., 8 p.m.

18 ▼
AIA Architecture for Justice Open Committee Meeting/Conference

Through 10/19. Includes projects and product exhibition. Midland Hotel. Information: Mike Cohn, 202/626-7366.

19 ▼
Donald E. Bergson Memorial Lecture

Archi-Technology Lecture Series begins. University of Illinois at Urbana-Champaign. Temple Buell Gallery, Architecture Building, 2 W. Green St. 7:30 p.m. Information: Laurie Miller, 312/642-0803.

23 ▼
CCAIA Board Meeting

Chapter Board Room. Noon.

24 ▼
Chapter Dinner Meeting/Design Committee Program

At 5:30, *How Editors Select Projects.* Members, free; non-members, \$5. 6:30, cocktails; 7 p.m., dinner; 8 p.m., panel discussion, *Do Critics Count?* Members, \$25; non-members, \$35. RSVP required to Chapter Office.

AIA Professional Development Seminar

ConDoc: The New System for Formatting and Integrating Construction Documentation. Instructors; Onkal Guzey, AIA and James Freehof, AIA. Holiday Inn Center City. 300 E. Ohio St. Information; 202/626-7357.

25 ▼
Builders Association/CCAIA Program

Building Better Relations With General Contractors, Architects, Subcontractors and Owners. Hotel Sofitel, Rosemont. 5:30, dinner; 7 p.m., program. \$40 BAC and AIA members.

Reservations: Builders Association, 312/644-6670.

28 ▼
1990 Form/Reform

The Conference on Environment and Art for Catholic Worship. Through 10/31. The Georgetown Center for Liturgy. Albuquerque, N.M. Hilton Hotel. 1901 University N.E. Information: 815/399-2150.

31 ▼
Urban Land Institute Annual Meeting

Hyatt Regency Chicago. Through 11/3. Information: ULI, 202/624-7000.



November

4 ▼
Contract Glazing Conference

Seminars include *Avoiding Pitfalls in the Design & Engineering of Curtain-wall Systems, Trends in Glass Technology,* and *Avoiding Application Failures in Glass Technology.* Sponsored by the Architectural Iron Workers Industry Advancement Fund of Chicago and the National Glass Association. Chicago O'Hare Marriott Hotel. Information: Industry Fund, 708/544-9041.

8 ▼
CCAIA Distinguished Building Awards Presentation

Chicago Historical Society, Clark St. at North Ave. 5:30 p.m., view exhibition; 6:15 p.m. in auditorium, presentation of awards; reception following. RSVP with mailed invitation.

FOCUS NOTEBOOK

PEOPLE

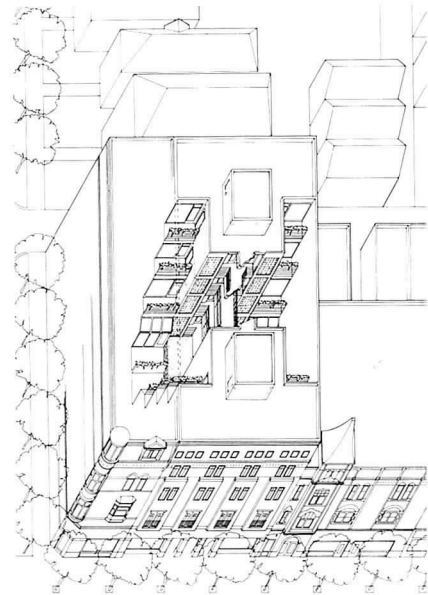
▼
Linda Searl, AIA, is pleased to announce the formation of her new firm **Searl & Associates, P.C.** The firm retains the address of 222 W. Ontario, Suite 350, Chicago 60610. The new phone number is 312/337-8895.

▼
Perkins & Will has elected **Robert L. Barnes, AIA**, to chairman and chief executive officer and **James M. (Sandy) Stevenson, AIA**, to president and chief operating officer. **Hans Neumann, FAIA**, P&W's chairman and chief executive officer since 1985, will continue with the firm as chairman emeritus. The firm has grown to three times its previous size since Barnes joined it in 1986. Prior to P&W, Barnes was manag-

ing principal of Daniel, Mann, Johnson and Mendenhall's Los Angeles office. Stevenson leads P&W's aviation sector and is the managing principal of the new International Terminal at O'Hare. Stevenson will oversee firmwide operations. Prior to coming to Perkins & Will in 1988 he was senior vice president at Murphy/Jahn.

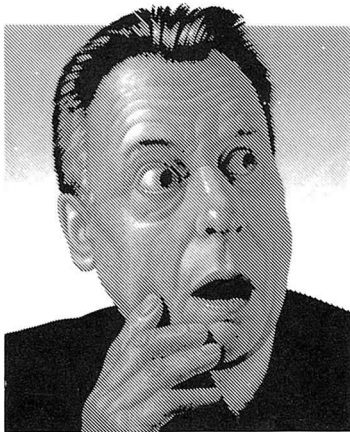
▼
Michael E. Messerle, AIA, has joined The Gettys Group Inc., as vice president of architecture, expanding the services provided by the hospitality design firm. Messerle was an associate principal at Nagle, Hartray & Associates before joining The Gettys Group and has taught at both Harrington Institute and Columbia College.

▼
Hanno Weber & Associates was among the design teams to receive awards in the international competition for the design of urban housing on the main streets of Toronto, Canada. HWA's entry, among 350 in three categories, was selected as a distinguished design in the mid-block, infill site category. The competition, Housing on Toronto's Main Streets, was sponsored by the city of Toronto in an



Hanno Weber's design proposal for Toronto urban housing maintains the street frontage incorporating ground level retail space and four levels of apartments forming a stepped interior courtyard with private terraces for each unit.

effort to encourage the development of much needed housing along the city's major arteries.



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▼
Vladimir W. Basic, AIA, has opened a new practice, **Basic Architecture**, a planning, design/engineering, consulting, and construction management firm. Basic recently left **A. Epstein & Sons** after more than 25 years as project manager, vice president and officer of the firm. Some of the projects on which Basic was involved at Epstein & Sons were the Hyatt Regency Chicago and Baltimore, apartment highrises on the Near North, and the Cook County Jail Complex.

▼
John Syvertsen, AIA, **Daniel Wheeler, AIA**, and **Tom Rajkovich** will have drawings and models exhibited along with the work of three artists in the invitational exhibition "Monuments and Memorials," opening Nov. 19 at the Illinois Art Gallery in the State of Illinois Building. More information under "Exhibitions."

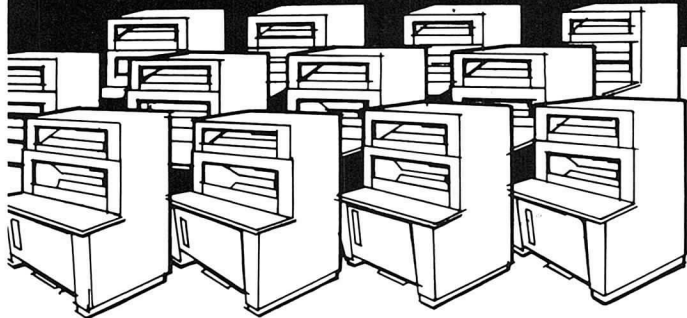
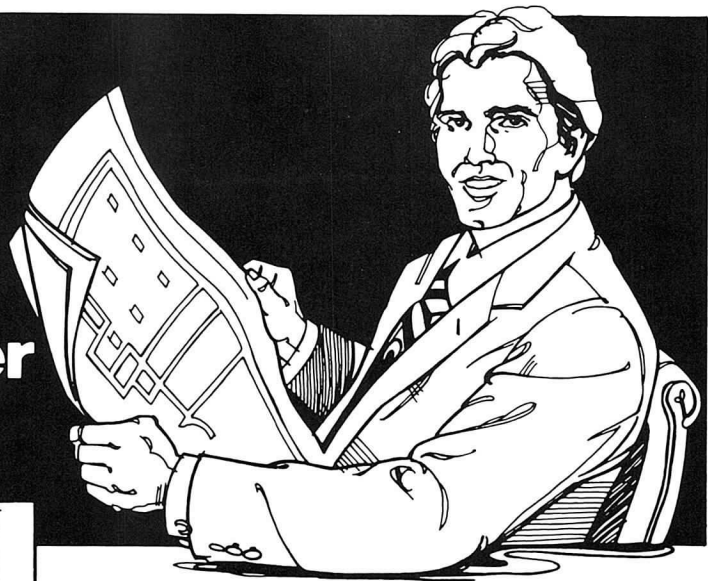
▼
Daniel P. Coffey, AIA, **Daniel I. Coffey & Associates**; **Ralph Johnson, AIA**, **Perkins & Will**; **Lucien Lagrange, AIA**, **Lucien Lagrange & Associates**, were among five architects invited to speak at a recent meeting of the Chicago Chapter National Association of Industrial and Office Parks at the Chicago Marriott. Each architect presented design concepts important in future buildings both in the city and suburbs.

▼
Kristine Fallon, AIA, has been a pointed editorial contributor to *Architectural Record*. Fallon, who is president of Chicago-based Computer Technology Management, Inc., a subsidiary of A. Epstein & Sons International, will be contributing a series of articles on "Computers in Practice." This month she will be participating in a roundtable for the magazine on the challenges and opportunities of international architectural practice.

▼
Basil Associates, Inc., Architects/Planners, Northfield, has announced construction has begun for the new Jerry Gleason Chevrolet automobile sales and service facility in Forest Park. The two-story building will have a total of approximately 46,000 square feet and features an inverted-slope, butt glazed curtain wall and a serpentine glass facade system. The main showroom will be open to the second floor and reveal the roof structure elements.

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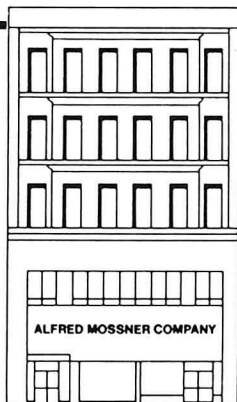
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**LECTURES/SEMINARS/
CONFERENCES**

▼
On Sat., Oct. 6, **Ralph Johnson, AIA, Ron Krueck, AIA, Diane Leggett, AIA, Ralph Johnson, AIA, Paul Florian, AIA, and Martin Wolf, AIA** will join nine architects from Paris in a conference at the Graham Foundation, 4 W. Burton Pl., which will focus on avant-garde modernist themes in architecture. Gilles Bouchez, Jean Pierre Buffi, Francois Deslaugiers, Christian Hauvette, Jacques Hondelatte, Dominique Perrault, Francis Soler, and Rodolfo Tisnado will join the Chicago architects in the day-long session (9 a.m.- 5 p.m.) which will be introduced by **Stanley Tigerman, FAIA**. The conference, "High-Tech in Urban Design/Chicago versus Paris," is through the courtesy of the Consul General of France and the Institut Francais d'Architecture. It was organized and will be moderated by Wojciech Lesnikowski, Kevin Harrington, and Bertrand Lemoine. Lesnikowski, Don Hatch Distinguished Professor of Architecture at Kansas State University, comments, "Recent years have witnessed disenchantment with Post Modernist historicism in architecture and a return to avant-garde modernist themes. This trend is particularly evident in France where enlightened governmental patronage has produced a series of brilliant and bold new works. French architects have long shown appreciation for Chicago contributions to modern architecture and these Parisian modernists are eager to engage in dialogue with some of Chicago's current crop of modernists. An exhibition of drawings, "New Architecture in Paris," will be on display during the conference through Oct. 2 Mon. through Thurs. 9 a.m.-4 p.m.

▼
A great line-up of **National AIA professional development seminars** has been scheduled for Chicago. On Oct. 11 at the Sheraton Plaza, 160 E. Huron, Chicago, you can find out "How to Use Professional Selling Skills and Gain More Clients" On Oct. 12 "Optimizing the Small Firm," led by James

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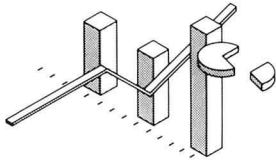


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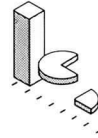
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Franklin, FAIA, will also be held at Sheraton Plaza on Huron. "ConDoc The New System for Formatting and Integrating Construction Documentation" will be held on Oct. 24 at the Holiday Inn/Center City at 300 E. Ohio. The session will be led by James Freehoff and Duke Guzay. On Nov. 6-8 Dr. Stuart Rose will conduct "Marketing Your Architectural Services." This session is at the Sheraton Plaza. All sessions run 8:30 a.m. to 5 p.m. with check-in from 8-8:30 a.m. Mailings are going out to all member architects in Illinois. You can also call 202/626-7353 to register.

The premiere installment of the Donald E. Bergeson Memorial - Architecture Technology Lecture Series will be presented Oct. 19 at 2 p.m., Temple Buell Gallery, Architecture Building, the University of Illinois at Urbana-Champaign. The series honors the memory of the late Prof. Donald E. Bergeson who taught mechanical and solar systems for the University and who was a pioneer in the field of applying computer technology to the teaching and practice of architecture. The lecture committee plans to hold an event each semester that explores various issues of architectural technology. The premiere lecture presents a panel of Prof. Bergeson's former students and assistants who have established successful careers in various fields of architecture. The panelists will present how an understanding and appreciation of architectural technology has benefitted their professional achievements.

The Graham Foundation will offer a lecture on Oct. 17 at 8 p.m., 4 W. Burton Pl., by Tony Hiss, who for the past 10 years has been involved in searching and writing about the emerging science of place. His new book *The Experience of Place* sets out to change the way we look at and deal with our urban and rural environment. He walks us through many different places, opening our eyes to the subtle and pervasive ways in which, from childhood and throughout our lives, we experience place, and how the experience affects for good or ill. He shows us how our growing appreciation of old farming landscapes and villages everywhere is leading us to design new patterns of housing development that will not spoil the countryside for ourselves or our children.

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building envelope, and contract glazing industry will be held Nov. 4-6 at the Chicago O'Hare Marriott Hotel. Contractors, owners and design professionals will find sessions on "Avoiding Pitfalls in the Design & Engineering of Curtainwall Systems," "Trends in Glass Technology," and "Avoiding Application Failures in Glass Technology." Workshops on energy analysis, windloads, building codes, and glass defects will also be provided. Call the Architectural Iron Workers Industry Advancement Fund of Chicago at 708/544-9041.

▼
Form/Reform: The Conference on Environment and Art for Catholic Worship will be held in Albuquerque, N. Mex. Oct. 28-31 at the Albuquerque Hilton Hotel. Four general sessions will address the themes and values informing our contemporary lives and architecture; 20 seminar sessions offer experts in their fields providing practical information on a wide range of environment and art topics. Also featured are special interest colloquia, artists' showcases, exhibits, and pilgrimages to sacred and historical places. For more information, please call 815/399-2150.

EXHIBITIONS

▼
On view through October 12 at the **Chicago Athenaeum** you will find drawings, water colors, models, photographs, and all manner of project presentation in an exhibition of current residential architecture and design. Over 30 Chicago firms, including **Nagle, Hartray; Decker & Kemp; Schroeder Murchie Laya; Michael Lustig; Norman A. Koglin; Frederick Phillips; Eckenhoff Saunders; and Tigerman McCurry**, are featured in "The Chicago Villa II." The gallery is at 333 W. Wacker; hours are Mon.-Fri., 11 a.m.-6 p.m.

▼
An exhibition on the architecture firm **Nikken Sekkei of Japan** opens at Gallery 400 at the University of Illinois at Chicago on Oct. 5 and runs through Nov. 2. Although little known in America, in Japan Nikken Sekkei, which employs a staff of 1,500 architects, planners, and engineers, is highly regarded not only for the quality and influence of its built work but also for both advanced research in construction technology and innovative management of complex design projects. "Nikken Sekkei: Its Ninety Years and the Modernization of Japan" was curated by Dr. Kunio Kudo, professor at Columbia University Graduate School of Architecture Planning and Preservation. A monograph published by Princeton Architecture Press accompanies the exhibition.

▼
The invitational exhibition "**Monuments and Memorials**," opening Mon., Nov. 19 and running through Jan. 4, 1991, at the State of Illinois Building's Illinois Art Gallery, includes the work of Chapter members **Dan Wheeler, AIA**, and **John Syvertsen, AIA**. The work of artists Bonnie Hartenstein, Gary Justis, Dann Nardi, Sarah Schwartz, Thomas Stancliffe, and Marcia Weese is also exhibited. Exhibition curator Victor M. Cassidy remarks that the "exhibition challenges nine men and women to create memorial designs for our time" raising "fundamental questions about the role of art and architecture in the urban environment." A special program accompanies the exhibition. On Wed., Dec. 5, 7 p.m., Prof. John Kurtich, School of the Art Institute, will present an illustrated historical lecture on monuments and memorials in Room 9-040 of the State of Illinois Building. Thomas Stancliffe, sculptor, will comment on the artworks in the show, and **Dan Wheeler, AIA** will speak about

the architectural works in the show. This event is free to the public.

▼
Have you taken a stroll through New East Side, the neighborhood bounded by Michigan Ave., the Chicago River, Lake Michigan, and Grant Park? There you will find the second annual **New East Side Sculpture Walk**. Eleven large-scale sculptures, five permanent installations and six sculptures selected to complement in individual sites and architecture are on play through Oct. 12 throughout the "neighborhood's" terraces and plazas. Fabricated of aluminum, bronze, steel and stone, sculptures range in size from six to 14 feet. The Sculpture Walk was curated by Nina Owen, Ltd., 312/66-0474, which represents sculpture exclusively.

VARIOUS MATTERS

▼
Notice from the Department of Building and Zoning of Cook County, signed by Thomas Charnogorsky, to permit processing personnel: "When corrections or modifications are required on drawings prepared by an architect and/or engineer, only the architect and/or engineer whose seal appears on the drawings may make said corrections and/or modifications. They are to be done in black ink, initialed and dated."

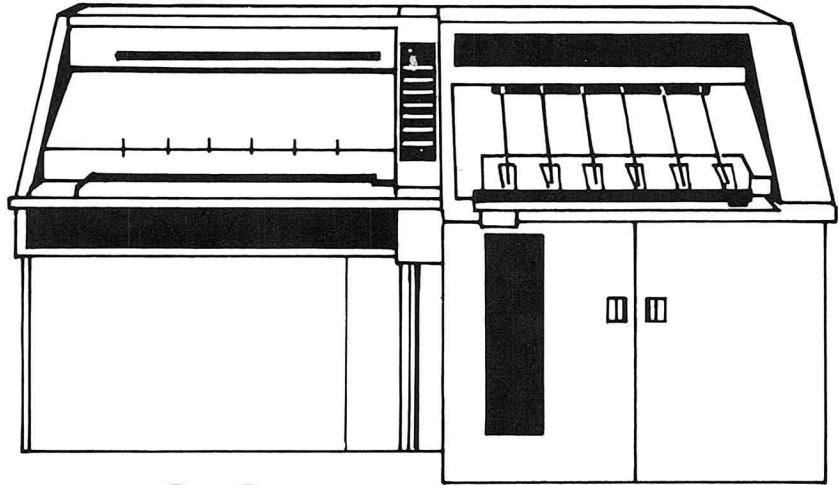
▼
The Institute of Roofing and Waterproofing has introduced a new category of membership designed especially for architects, specifiers, engineers, facility directors, building owners, etc. Building professionals who join the IRWC as Associate Members will be able to get fast and valid answers to basic but sometimes nagging questions about roofing. Charter memberships are being offered for a limited time for \$95. Included in the annual dues are a toll-free hotline to contact individual members for recommendations, plus a year's subscription to IRWC's newsletter, and discounts on IRWC seminars. For more information, contact IRWC at 708/640-1113.

▼
The **Architectural Anodizing Reference List**, prepared by the Architectural Anodizers Council, is a bibliography designed to help specifiers looking for answers to their anodizing problems. The AAC will maintain and update the Reference List as new information becomes available. Copies of the Reference List are free by calling the AAC 312/871-2550. □

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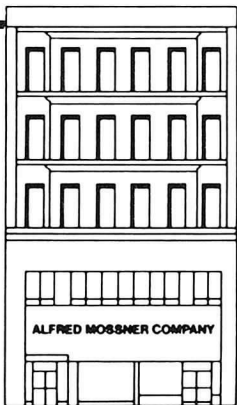
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