



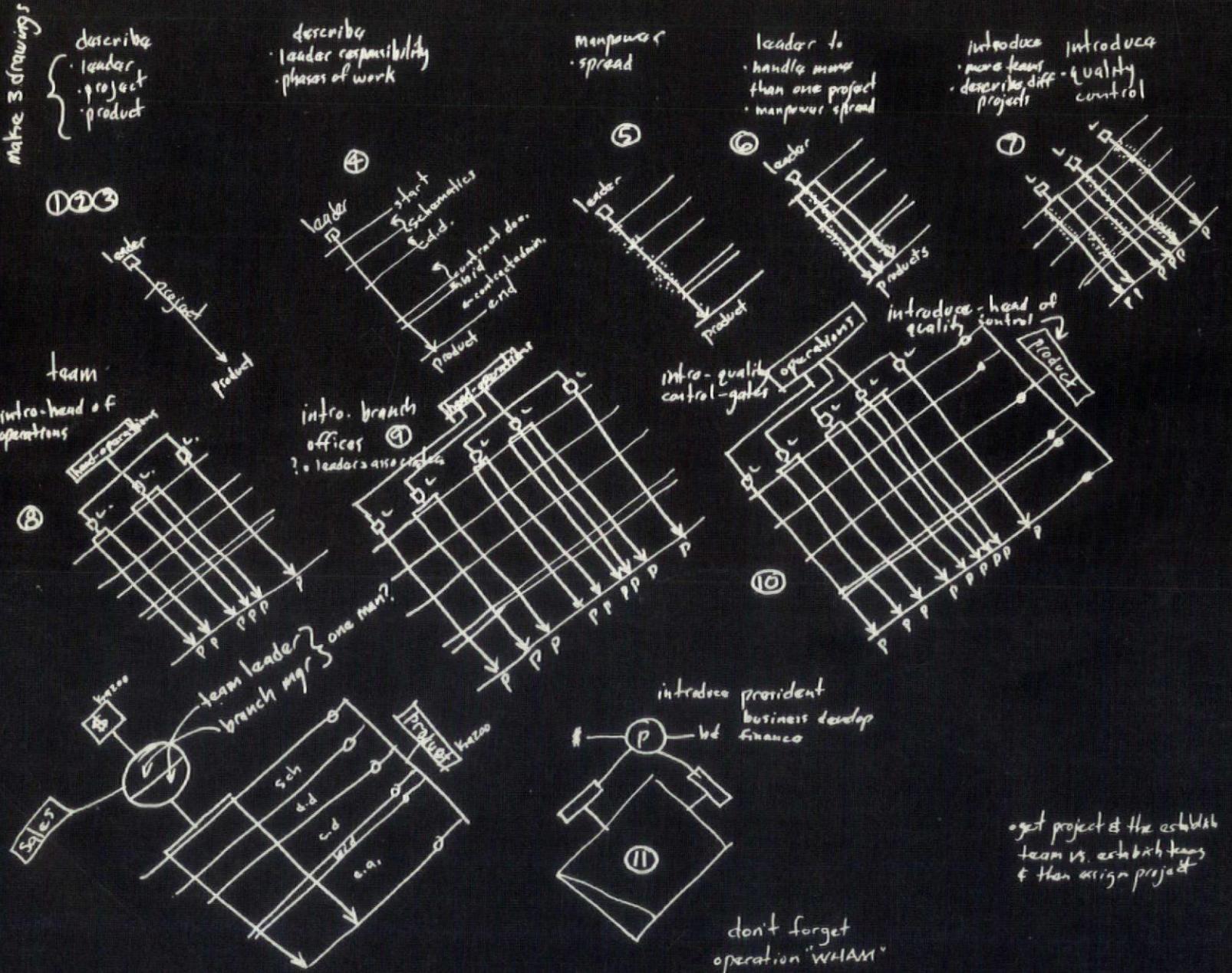
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 American Institute of Architects  
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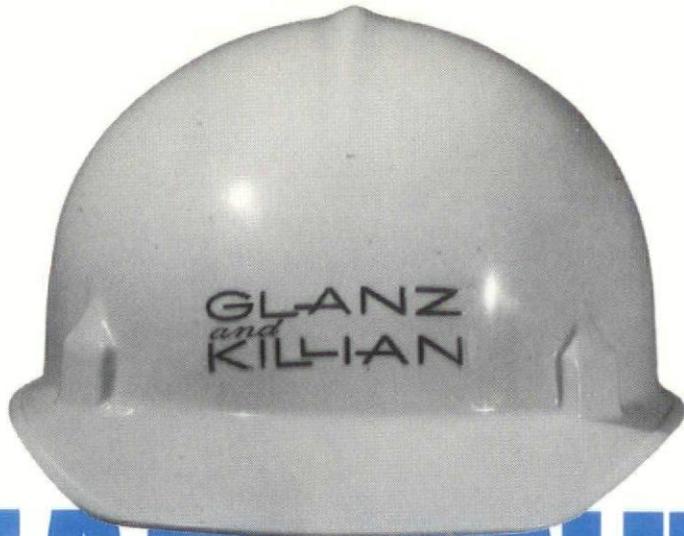
# Monthly Bulletin

Michigan Society of Architects

August 1974  
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# Monthly Bulletin

Vol. 49 No. 8  
August, 1974

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THE MONTHLY BULLETIN IS  
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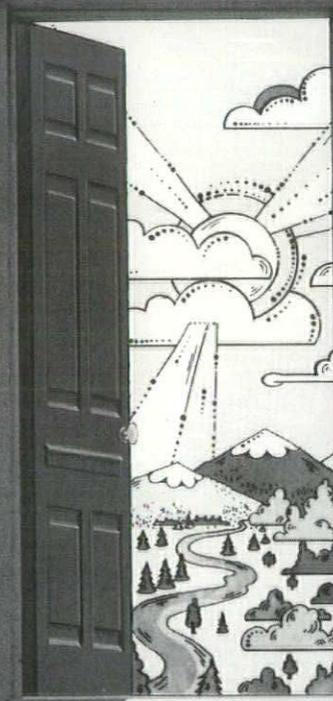
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# STEP INSIDE FOR A BREATH OF FRESH AIR.

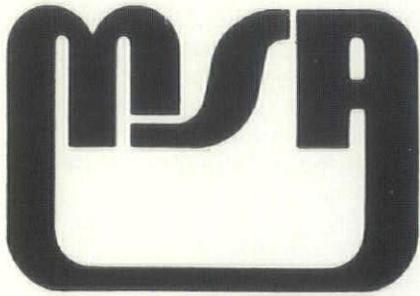
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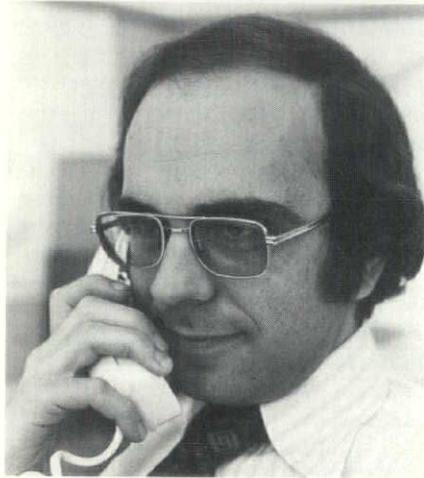
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# The Future of The Profession

by Louis Marines



The decade of the '70's presents architectural firms with greater professional challenges, and more serious obstacles to success, than at any other period in history. Those firms who survive in this demanding climate will do so not only with a new level of professional expertise, but with a new understanding of the absolute necessity for sound internal management of their firms. I'm sure all of you believe, as I do, that it will be unrealistic to attempt to practice tomorrow in the same way you worked today. It simply won't be good enough.

Not good enough at all for a profession where many architects each year drift away, not good enough when, not the spectre, but the actuality of sophisticated clients making ever-increasing demands, non-professional but intense competition such as design/build, and aggressive professional competition from other design firms threatens your acceptance of the status quo.

The statement, the only permanent thing is change, seems more true today than ever before. The question is, how will that change affect my goals? Is it your objective: By that I mean, has your motivation changed that originally led you into architecture? I would seriously doubt that.

Is it a change in clients? Our firm deals with many client-type situations and we see a changing client, more demanding one, who becomes more and more central to the design process. Yet, it all comes to the fact that the client, another human being, seeks your help in shaping the man-made environment. In that sense, I seriously doubt that the client can be said to be much different from the client of yesterday.

Are the design professions changing? I suspect we could start a marathon debate on that subject. Despite some stirring in architectural education, the indications seem to be that there is little change. For all the talk, there don't seem to be any major changes in the design professions, at least not yet.

Then, is it the process that is changing? By process, I mean the dynamic that joins the first three considerations.

- The objectives of a good environment
- The client for that environment
- And the design professional who provides it

I think this is the area where we can see the change that will shape and allow *you* to mold your firm.

The design process (and we are talking about design when we say process) is composed of three elements.

Discipline, that is, your art

Technology, that is, your craft

Management, that is, your method

These three elements, which make up the process, always have been, but there now seems a major shift in the balance of these three.

Let's take a historical look.

In the 1950's, just two decades ago, a country recovering from the cutbacks of volume, demanded great volumes of housing and construction. The balance was heavily in favor of technology. By the 1960's, a noticeable shift had occurred. Society demanded more quality and the balance seemed to swing to design.

Now we are in the 1970's and there is further and more significant shift. The element of management is

catching up in proportion. It is the area where I see the most potential for you practitioners to enhance your firm's chances of growth. First of all, let's look at some of the external management techniques that have arisen in the last decade.

#### Project management

This technique has been defined by Frank Woodcock, a Canadian expert on the subject, as a method whereby one company and preferably one individual in that company, is named as the comprehensive

project manager to be responsible for all matters beginning with definition of the program of building requirements through design, cost planning, scheduling, construction and ultimate commissioning of the building facilities. Generally, these responsibilities can be defined as being the equivalent of those that would be assumed by a Director of the company or organization on whose behalf the development is to be carried out.

#### Construction management

Boosted by the Federal govern-

ment's reliance on this technique, construction management, like project management, is the client's answer to an increasing need for single point responsibility.

Design/build is another response to that same need. Born non-professionally to put up simple industrial buildings, it has now broadened its appeal to institutional customers. The interesting thing here is that, despite its non-professional birth, the technique is now used in a thoroughly professional manner by teams of architecture and architecturally-oriented contractors.

Other techniques like fast tracking and life-cycle costing, are bound to become more important with the increased realization of the finite nature of energy sources.

But these techniques and others, which require new methods of managing your resources to offer a more responsive product, are external factors. What about those management elements that affect your organizational integrity and are just as important, if not more, than any of these techniques I've just mentioned?

As some of you may know I'm with a firm of management consultants, and, although we offer a variety of services, we have created much of our reputation by solving the management problems of architectural firms. From our experience it is possible to point that the management problems of firms, both large and small, usually result from the failure to establish and manage the essential elements that comprise any professional firm; its goals and philosophy, a market to serve and a capability for serving that market, a marketing strategy, a process for designing and managing the work, production and administrative structures, and a monitoring system to help managers control all those elements.

The lack or misunderstanding of anyone of these can cause impaired profits, stymied growth, and poor morale. Yet when a simple straightforward approach is made to creating an overall program including these key factors, a dramatic upturn in the fortunes of a firm is usually possible.

Let's examine some of these in a little more detail. Goals reflect your decisions about where you hope and plan to be at some future point in



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time. They are the destinations that encourage you to select the best route for reaching them and help you make decisions at forks in the road en route. Knowing where you are going also helps you measure your progress (and the performance of those around you).

Goals come in a wide selection of shapes and sizes, but virtually all fit rather neatly into one of these categories: personal, organizational, or project. Personal goals define why you are in practice in the first place and what you expect to achieve in these further sub-sets, your profession, your work-style, and your life-style.

The vehicle for achieving these personal goals in your organization, which builds toward *its* goals on the blocks of individual projects their nature, quality, profitability, and the like. When the projects succeed, so will the organization, and in the process, personal goals are usually realized. It's no wonder, then, that so many practitioners feel personally frustrated given the chaotic internal scattershot approach practiced by so many firms, without clear defini-

tion and pursuit of obtainable goals.

Answers to certain basic questions begin the goal preparation process. These include:

1. What type of work (projects or services) do you want to be doing?
2. How will new work be obtained during the next year?
3. What will be the size and capabilities of the firm?
4. What changes (if any) in the management personnel and/or roles will be required to manage the firm?
5. What will be your gross volume of fees?
6. What will be your profit goal?
7. Will the firm have adequate working capital? If not, how and where will additional capital be obtained?
8. What other changes do you want to achieve during the year?
9. What, if any, will be the major impediments that must be overcome if the above objectives are to be achieved?

Gillies J. C. Rivet has postulated several basic but important axioms on goal setting that, if followed,

greatly enhance your chances for goal attainment:

Goals must be in writing, clearly identified, specify end results, attainable, measurable, scheduled, assigned, reviewed, and goal attainment must be recognized.

Beyond these internal decisions, there is the very real consideration of what your market will allow you to do. What you ultimately are able to do depends on how you meld your preferences with the realities of the marketplace. Learning what those realities are is the function of market research, which helps you determine your firm's target markets, what capability you need to sell those markets, and what strategy will best bring those markets and your capability together. Market research can provide such data through answers to these basic questions:

1. What is the volume of work, in each building type, being anticipated for the next 12, 24, and 36 months?

Continued on page 9

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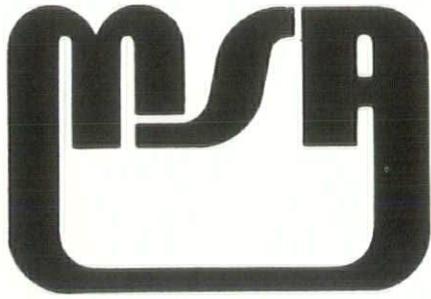
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## Kingscott Associates, Inc. Architects/Engineers

*In addition to the reorganization of the architectural process a new management and ownership structure also emerged. At the head of this group is James M. Bentley, AIA, President of the new firm, formerly manager of Kingscotts Davenport Office. Assisting Vice Presidents are Brooks Godfrey, AIA and DeWayne Leppke, P.E. both involved in supervising various aspects of the architectural process. Gordon Gibbs, AIA is director of both Indianapolis and Davenport offices and Phillip Parker is the financial and accounting officer. The most recent addition to this management team as of April 1, 1974 is David Pyle, AIA Vice President who is the Michigan area manager and is also involved in the new business and public relations.*

*Now in June 1974 a year and a half after the reorganization, the firm has successfully navigated its way through many potential pitfalls. It is actively seeking new geographic areas and new building types to serve along with possible associations and joint ventures with other firms. It is decisively demonstrating that a people oriented and service minded office can provide quality architecture at a profit.*



There is a new architectural/engineering firm in Michigan. It's name is Kingscott Associates, Inc. Architects/Engineers, 511 Monroe Street, Kalamazoo, Michigan. It was founded in January 1973 as a result of several major changes in an older established firm.

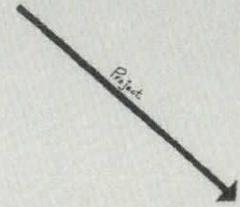
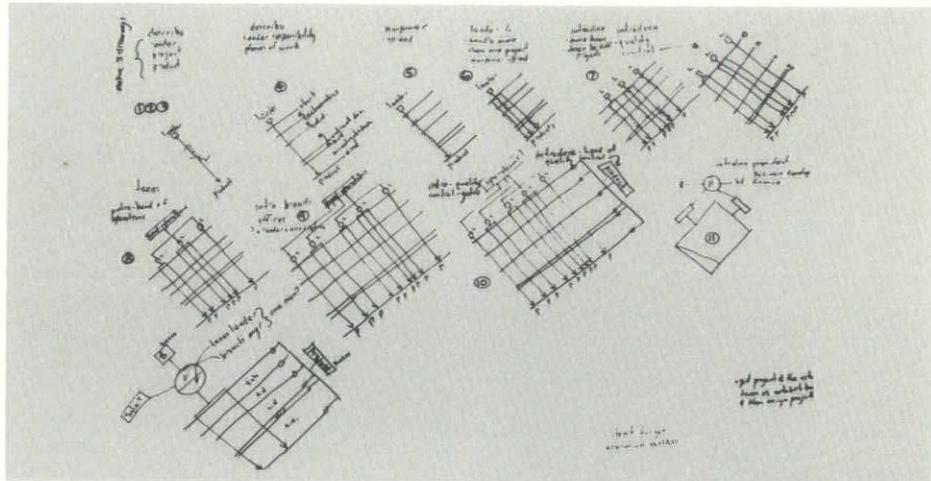
It is rooted in the Louis C. Kingscott and Associates firm founded some 45 years ago by Louis C. Kingscott, Sr. The practice was largely oriented towards educational work and through the years expanded to serve not only Michigan but the entire Midwest with offices in Indianapolis, and in Davenport, Iowa. In spite of the continued growth the firm remained essentially under the control of the Kingscott family. Several years ago it became apparent that the vitality of the firm was becoming more and more dependent on the injection of new people, fresh ideas, and a broader base of ownership.

To help accomplish this goal in an orderly and logical way, in 1972, Welde Coxe, a management consultant from Philadelphia specializing in architectural practices was brought into the picture. He played a key role in the reorganization process and, with his assistance, a series of important steps were undertaken. In-depth analyses were made of the practice as it existed in the eyes of it's clients, it's employees, it's management, and it's owners. The consultant surveyed existing and past Kingscott clients and asked them what they liked and what they didn't like about the company. The employees of the firm were similarly surveyed and were asked much the same questions. The comments by the clients and the employees were surprisingly simi-

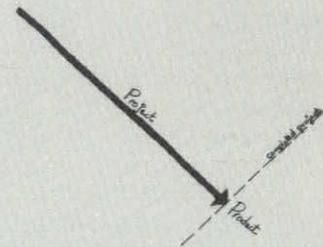
lar. There was a uniform sense of loyalty and admiration for the firm. There was an equal uniformity to the criticisms about the departmentalized method of practice. As a result of these surveys both within the firm and from without a philosophy of operation was developed along with the establishment of long range goals and aspirations. Out of the framework in January 1973 emerged a new firm and a new way of practicing architecture.

The new firm is organized around the team approach to architecture. Architecture has become a plural word in recent years and requires many diverse disciplines and talents to solve the complex problems inherent in a building project. The former firm had followed the traditional approach to project development with a designed shuttling from department to department with each adding it's own particular expertise to the project. Each employee saw only a sliver of the planning for any single project, being involved in only that specialized area. The result was almost monotonous and did not allow an individual to grow personally and professionally. A client would normally deal with the individual department heads as the project passed through the various departments. The initial survey showed that the clients would rather deal with only one person throughout the project development than many persons. The team approach solved both problems.

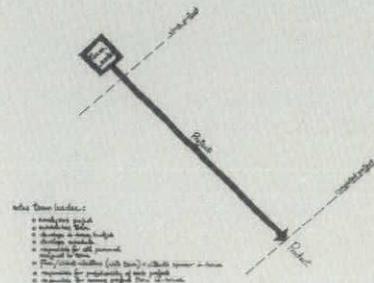
Under the Kingscott method a team leader oversees the activity of the total team (often working on several projects at once). He in turn is the single person dealing with the



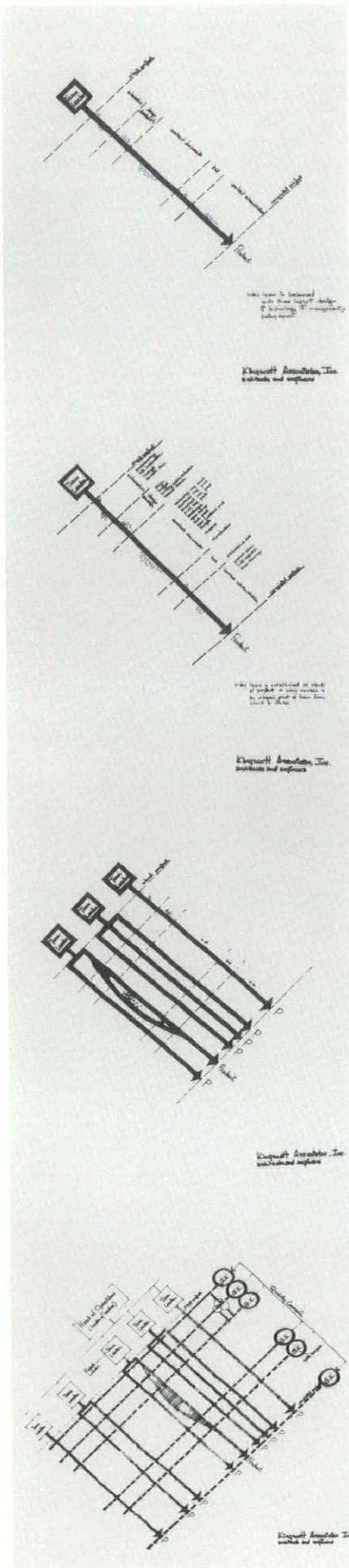
Kingscott Associates, Inc.  
architect and engineer



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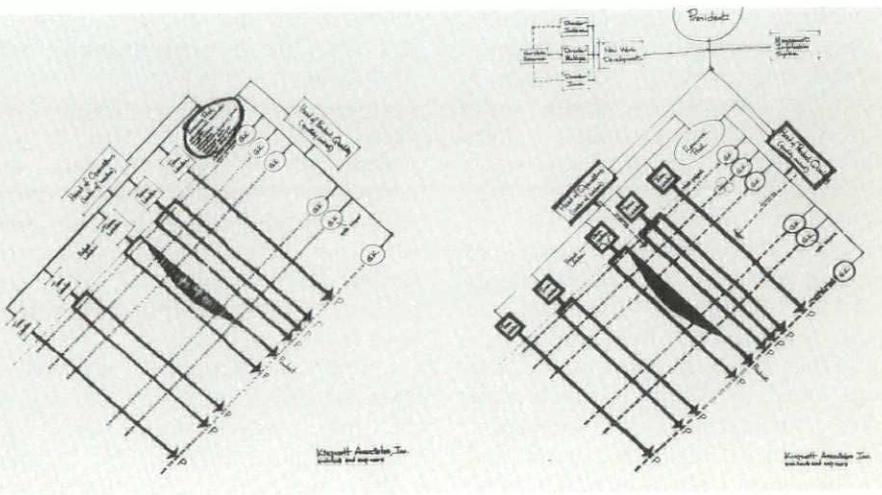
clients. Every member of the team has a role in each step of the project development whether the project is a design of a building or a conducting of a feasibility study. The office is made up of a series of permanent teams complete with it's own complement of designers, engineers, draftsmen, and field men under the direction of the team leader. These teams stay together, learn how to work efficiently, and in effect become a series of small offices within a large office. This provides the client with the best of both worlds: the experience and resources of a large office with a people oriented person to person service of the smaller office. The members of the teams also find this a more satisfying way to work as opposed to the traditional departmentalized approach.

A unique part of the Kingscott process is that in addition to the teams there are quality control auditors (gatekeepers) at various steps along the project development path overseeing the projects to see that the planning meets Kingscott quality standards. This provides a built in dichotomy with each of two categories (teams and gatekeepers)

viewing project development from different angles. The end result is a higher quality product within the budget. Various resource people including persons with special skills in photography, specification preparation, computer, printing, delineation and other fields serve all the various teams.

The Kingscott teams, working a 4-day week are currently developing a drafting process that involves the communicating of design ideas. In order to limit repetitive drafting an overlay drafting technique is being used. Also involved in photography and multi-color offset printing, reduced sheet sizes printed on both sides and bound into book-like sets of contract documents.

The firms financial status and progress is monitored by the AIA sponsored computerized financial management system.



Continued from page 3

2. What scope of professional services are normally required by clients for this work? At what stage are they engaged? Are front-end services separately contracted?
3. What is the normal fee for this sort of work?
4. Is there any pattern to the process by which architects are interviewed and commissioned for this work? Are any standard forms or other formal paperwork required?
5. Do the clients for this type of work generally seek architects who are specialists or can inexperienced firms receive equal consideration?
6. Is there any way to judge what the competition is for this kind of work? How many firms are also actively seeking the work? Can any of these be identified by name? What are their strengths and weaknesses?
7. How can specific clients for this type of work be identified? Is this public or private knowledge? At what stage does it become generally known? Is there any regular source of leads which can be established or subscribed to?
8. Can a list of potential clients be developed? Can these be given some order of priority for contact?

Commissions secured by your firm through successful execution of a marketing plan based on this data, must then be carried out by your internal production structure, which takes its form from the process you've adopted, a systematic and consistent approach to doing the work.

In the process, faithfully executed, questions about continuity, responsibility, authority, relationships, design approach and project planning, client communication and design co-ordination are answered consistently for every project. Thus minimal confusion and lapses occur, and efficiency and quality approach the maximum.

The usefulness of the process, furthermore, applies within any of the production organizations a firm may select, whether pool, studio, team, department, or any variation of these. The process, in fact, in large measure helps determine what the structure should be.

Tying all these projects together, beyond their uniform process, is the controlling and supporting fabric of the firm's administrative structures, including its control systems. An essential element here, as with goals, is the documentation of that structure in an organization chart which clearly communicates responsibilities and authority and relationships.

To help your people operate most effectively in your organizational structure, I encourage you to apply those very basic management principles which, though they trace their origins to the military, are applicable to all businesses, including yours. They include

1. Delegate responsibility, and appropriate authority to exercise it effectively;
2. One person must be in charge;
3. Subordinates should report to only one superior;
4. Decisions must be made at the lowest possible level;
5. There is a limit to the number of people one person can control (usually not more than five to seven);
6. Encourage your subordinates to make creative contributions;
7. Monitor performance and when appropriate, do not delay obviously required corrective action ("it's sure to get worse" — Murphy).

Above all, don't be lulled by the simplicity of these axioms. Staying competitive in the '70's depends not only on the new techniques, but consistent professional execution of these traditional management guidelines.

Taken together, careful attention to goals, marketing, and your organization should significantly enhance your degree of success in this fast-moving decade . . . and, Mr. Murphy notwithstanding, allow you to have some fun doing it.



#### Murphy's Laws

- I. In any field of scientific endeavor, anything that can go wrong will go wrong.
- II. Left to themselves, things will go from bad to worse.
- III. If there is a possibility of several things going wrong, the one that will go wrong is the one that will do the most damage.
- IV. Mother Nature always sides with the hidden flaw.
- V. Mother Nature is a bitch.
- VI. If everything seems to be going well, you have obviously overlooked something.

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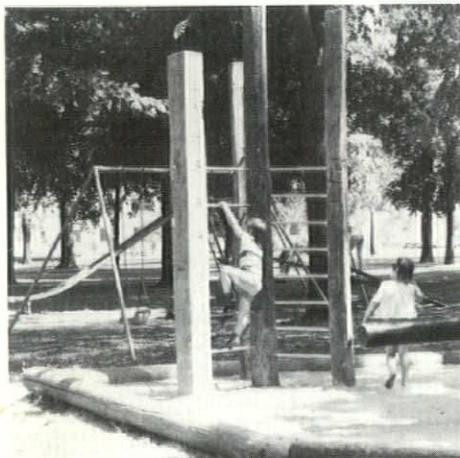
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## Children's Play Lot FOR BLISS PARK



ANDERSON/LESNIAK & ASSOCIATES, INC., received top honors in the "Bliss Park Design Competition", sponsored by the Michigan Society of Architects in conjunction with the March convention. The scope of the competition pinpointed the detailing of a playlot for preschool children which was built during the convention and dedicated to the City of Saginaw by M.S.A. as a legacy of the 1974 Convention.

In keeping with the convention theme "recreation", the Anderson/Lesniak & Associates design for the 12.74 acre Saginaw Park included updating and reorganizing the existing site to establish a comprehensive Master Plan. The initial effort in analyzing the Bliss Park site created the framework on which the final design was based. This analysis indicated a strong character which was in keeping with the existing site uses and proposed playlot. The missing elements were the site's lack of organization and definition of circulation. These factors, as well as the program requirements, established the criteria for the overall

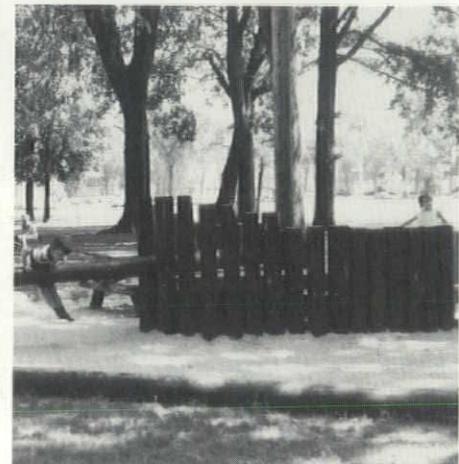
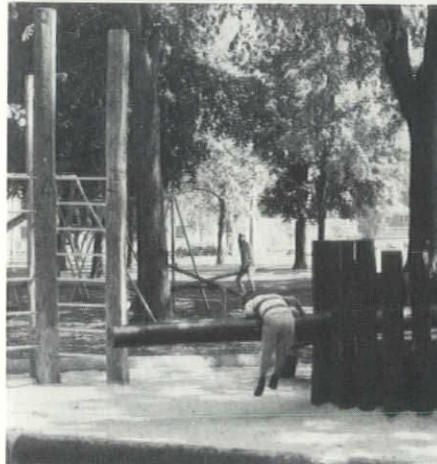
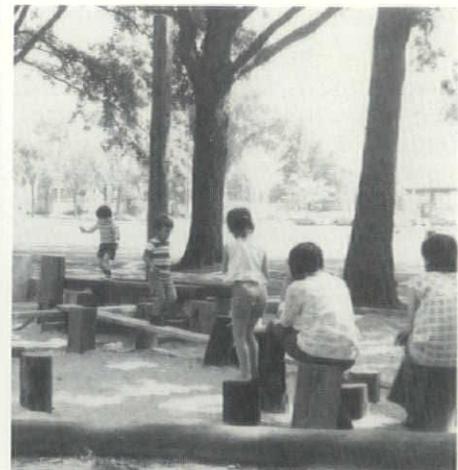
park master plan and resulted in the following design decisions:

1. To provide separate spaces of similar activities by reinforcement of existing tree masses.
2. To reorient some existing uses to emphasize this separation.
3. To emphasize the circulation system, giving organization to the site and serving as a method of relating the various activity spaces.

The project playlot is located within one of the activity spaces closely related to the circulation system. Allowing the existing trees to dictate exact placement of the facilities, the playlot was separated into two major play spaces: one oriented to preschoolers and the other for elementary school age.

The space which houses the preschool play space was designated as the initial phase project which would become reality through the sponsorship of the Michigan Society of Architects. This area was designed to encourage the children to explore identifiable objects, including textures, numbers, letters, and materials of wood and stone, placed and arranged in a manner allowing adult supervision and yet freedom of imagination.

The elementary school age play area was proposed as a later phase of development, and was designed to accommodate a more agile child, one who is becoming more aware of his surroundings and the demands of social cooperation and understanding.



 **Children's Play Lot**  
FOR BLISS PARK

CONSTRUCTED BY VOLUNTEER ARCHITECTS AND STUDENTS AS A BEQUEST TO THE CITIZENS OF SAGINAW

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1974 STATE CONVENTION

### MSA Convention Dates Announced

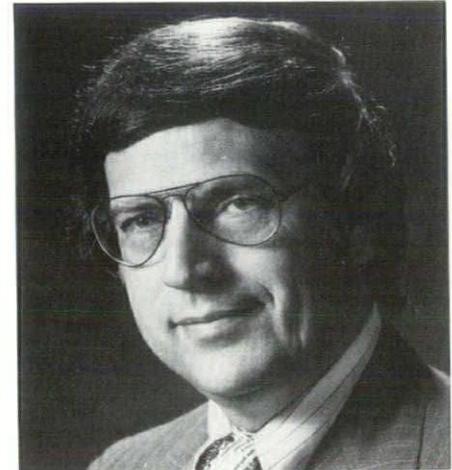
Fall is the new time for the annual MSA Convention and the first one will be in Kalamazoo, October 8, 9, and 10 in 1975. The location is scheduled for the brand-new Kalamazoo Center which is set to open in March of 1975. The Western Michigan Chapter will be our host chapter under the able direction of convention Chairman Carl Kressbach, AIA. Assisting him will be Brooks Godfrey, AIA, Vice Chairman; Norman Carver, AIA and Gordon Rodgers, AIA Host

Chapter Party Committee; Mrs. George Sprau, Ladies Activities; Chase Black, AIA, VIP Hospitality; Michael Schwartz, AIA, Dick Schramm, & AIA, Mike Dunn, Graphics Committee; Charles Scurlock, AIA, Exhibits.

Remember to change your calendar and your thinking — Fall will be convention in 1975 so plan now for the crisp sunny fall days of professional programs and good fellowship in Kalamazoo, October 8, 9, 10, 1975.

### Greimel Appointed Dean of LIT

Karl H. Greimel, AIA, has been named Dean of the School of Architecture at Lawrence Institute of Technology.



Greimel, Associate Dean since June 1973, succeeds Dr. Earl Pellerin, FAIA, who retired June 1, 1974, after 42-years on the LIT Faculty.

The announcement was made by Dr. Richard E. Marburger, LIT Vice President for Academic Affairs.

The LIT School of Architecture ranks fourth nationally in enrollment with 896 men and women students.

### Architects in Industry Seminar Set in October

The third annual Architects in Industry Seminar for architects who are employed by business and industrial corporations is scheduled October 7-9, 1974 at the LaCoquille Executive Seminar Center in Palm Beach, Florida.

The seminar will include case studies of corporate approaches to architectural environmental problems and workshops and panels on cost and design factors in corporate architecture.

Also planned are sessions designed to help participants solve problems they face as corporate rather than traditionally practicing architects.

The seminar is open to all architects employed by business or industrial corporations, whether they are AIA members or not.

Robert E. Dwyer, AIA, of the United Air Lines, Chicago, and Robert H. Goodenow, AIA of the

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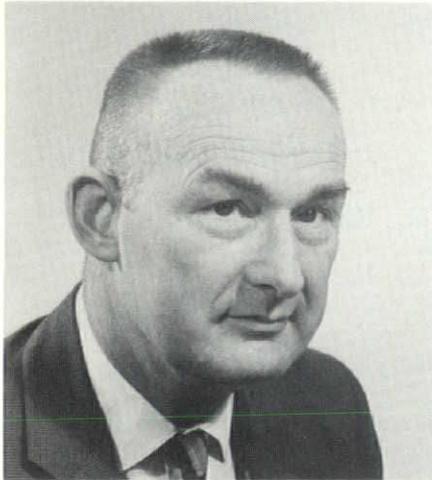
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Xerox Corporation, Stamford, Conn., are chairmen. They are members of the AIA Architects in Industry Committee, sponsor of the seminar.

### Metcalfe Named Dean

Robert C. Metcalfe, FAIA, chairman of the University of Michigan architecture department for the past six-years, has been named dean of the newly reorganized College of Architecture and Urban Planning at U-M.



Metcalfe will serve in the post for a one-year term, effective September 1, 1974. The appointment was recommended by a faculty committee appointed by Allan F. Smith, vice president for academic affairs.

Last month U-M Regents approved separation of the U-M's College of Architecture and Design into two units, a College of Architecture and Urban Planning, and a school of Art.

The Regents announced that George V. Bayliss, chairman of the U-M art department, will serve as dean of the new School of Art. Among other administrative changes, Associate Dean William A. Lewis of the College Architecture and Design will serve as associate dean of the new School of Art, and Herbert W. Johe, now assistant dean at the College of Architecture and Design, will continue as assistant dean at the new College of Architecture and Urban Planning.

Vice President Smith said the U-M planning department will disappear under the administrative reorganization, "but the program will continue under the administrative direction of Gerald E. Crane,

AIA, who has been the department chairman."

Smith also noted that the U-M Regents, in their July meeting, will discuss "a possible wider administrative relationship" between the College of Architecture and Urban Planning and the U-M School of Natural Resources.

Metcalfe's one-year appointment as dean of the College of Architecture and Urban Planning "will provide immediate continuity of administrative skills for the college while further discussions on this topic take place," Smith said.

Creation of separate architecture and art schools coincides with the completion of a new North Campus building that will provide facilities for the programs in art, architecture and urban planning. The new administrative arrangement follows the recommendations of a 13-member committee chaired by Dr. A. Geoffrey Norman, Director of the U-M's Institute for Environmental Quality.

### Correctional Architecture Awards Announced

A jury of architects, social scientists, and administrators of correctional institutions announced the winners of the National Student Competition of Correctional Architecture.

Sponsored by the American Institute of Architects and the National Clearing-house for Criminal Justice Planning and Architecture (NCC-JPA), the competition was open to all students in U.S. schools of architecture.

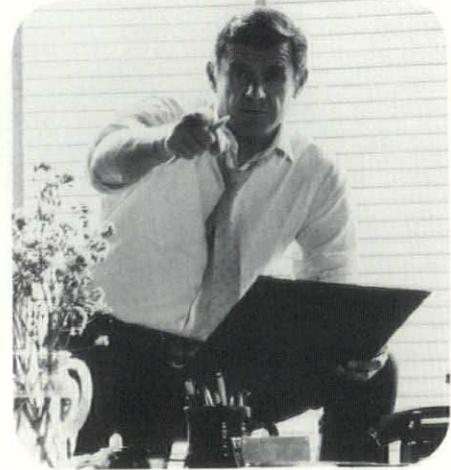
The 183 entries in the competition were divided into four categories: Intake Services Center, Community Correctional Center, Residential Treatment Center, and Open Category.

Winners of citations from Michigan were Craig Bundy and Paul Scott from Lawrence Institute of Technology.

Bundy is entering his Senior year at LIT and Scott received a B.S. in Architecture, June 1974.

An exhibition of the winning entries were on view at AIA Headquarters in Washington, D.C. in Mid-July.

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## Resolutions

The following resolution, received in the MSA office on June 18, 1974, was officially adopted by the Board of Directors of the American Institute of Architects, March 20-22, 1974. We believe it to be a fitting tribute to our friend Robert F. Hastings, FAIA.

"The American Institute of Architects stands today as a vital memorial to Robert Hastings.

To a vision which perceived unexplored opportunities for service to his community, profession and society.

To an intelligence which contributed to the profession's capacity to accept expanded responsibility.

To an abiding faith in the value and future of architecture.

It is fitting that we the Institute dedicate our ongoing efforts to the memory of a leader and friend who did so much to give these efforts direction and purpose."

Board of Directors  
The American Institute of Architects

## Obituaries

Detroit Chapter, AIA, member Anton G. Dohmen died June 16, 1974 at the age of 79 at the Bloomfield Hills Nursing Center, Bloomfield Hills, Michigan.

In 1921 Mr. Dohmen founded the firm of McGrath, Dohmen and Paige, and in 1927 reorganized the business as McGrath and Dohmen. In recent years the firm was

McGrath, Dohmen & Associates of Royal Oak, Michigan.

He attended the University of Michigan, 1941-1945. He was elected to American Institute of Architects membership in January 1951, became an Emeritus member in the AIA in 1969.

Mr. Dohmen was responsible for the design of many school buildings for the Detroit Board of Education, and churches for the Archdiocese of Detroit.



Detroit Chapter, AIA, member Johnston P. Stemplowsky, 48, was killed in an automobile accident returning from Toledo on I-75 on June 12, 1974.

Mr. Stemplowsky was elected to membership in the American Institute of Architects in July 1963.

He would have been with Clifford N. Wright Associates 21 years, come August 1974, he was an integral part of the firm and will be missed by many in the building trades, as well as a great loss to the profession.

## Ceramic Tile Installations Win Awards

The Great Lakes Ceramic Tile Council has given "Awards of Excellence" to outstanding installations in southeastern Michigan.

Four awards were made in the Residential Category; new homes which ceramic tile was installed are located in Washington and Metamora, Michigan. Tile Contractors who did the work were Metropolitan Tile and Moscatello Tile Company.

Spearhead Tile Company did modernization work in two homes in the Grosse Pointe area.

Three awards were given to projects in the Specialty Classification.

The new St. Paul Lutheran Church in Royal Oak used ceramic tile pavers to floor their sanctuary, the main hallway and the foyer. Michielutti Brothers was the tile contractor; Jack W. Yops, AIA, was the architect; Wm. F. Demske, general contractor.

Chrysler Corporation wanted a decorative wall surface in the employees cafeteria in the Highland Park Engineering Building. The pattern was worked out between the architect, Gary Dysert, and the tile contractor, Fortuna Tile and Marble, Inc.

Excellent workmanship in the commercial category received recognition. Awards were given to: Bloomfield Hills Nursing Center, ceramic contractor Marble and Tile, Inc.; Parklane Towers in Dearborn, Palombit Tile Company, Rossetti Associates - Architects, Darin & Armstrong-general contractors; Troy Somerset Inn, Ferndale Tile and Marble Company, Volk & London - Architect, Palmer-Smith general contractor; Meadowbrook Country Club, Empire Tile Company, architects - William P. Lindhout & Associates and Rollason, Rokicki and Crombe, general contractor George Auch Company; Pontiac Central High School addition, Empire Tile Company, architects - O'Dell Hewlett & Luckenbach, general contractor Barton-Malow Company; Briarwood Mall, Boston Tile and Terrazzo Company, Taubman Company developer of the mall, architects Wah Yee and Associates.

## Letters

Dear Miss Stacy:

It is with considerable pleasure that we read the article "Lansing CDC — A Progress Report" in the May Monthly Bulletin. We have long sought increased awareness of our purpose and activities among the profession. Your article represents us well, and we thank you for your efforts in our behalf.

Sincerely,  
Pat Smith  
Director  
Community Design Center

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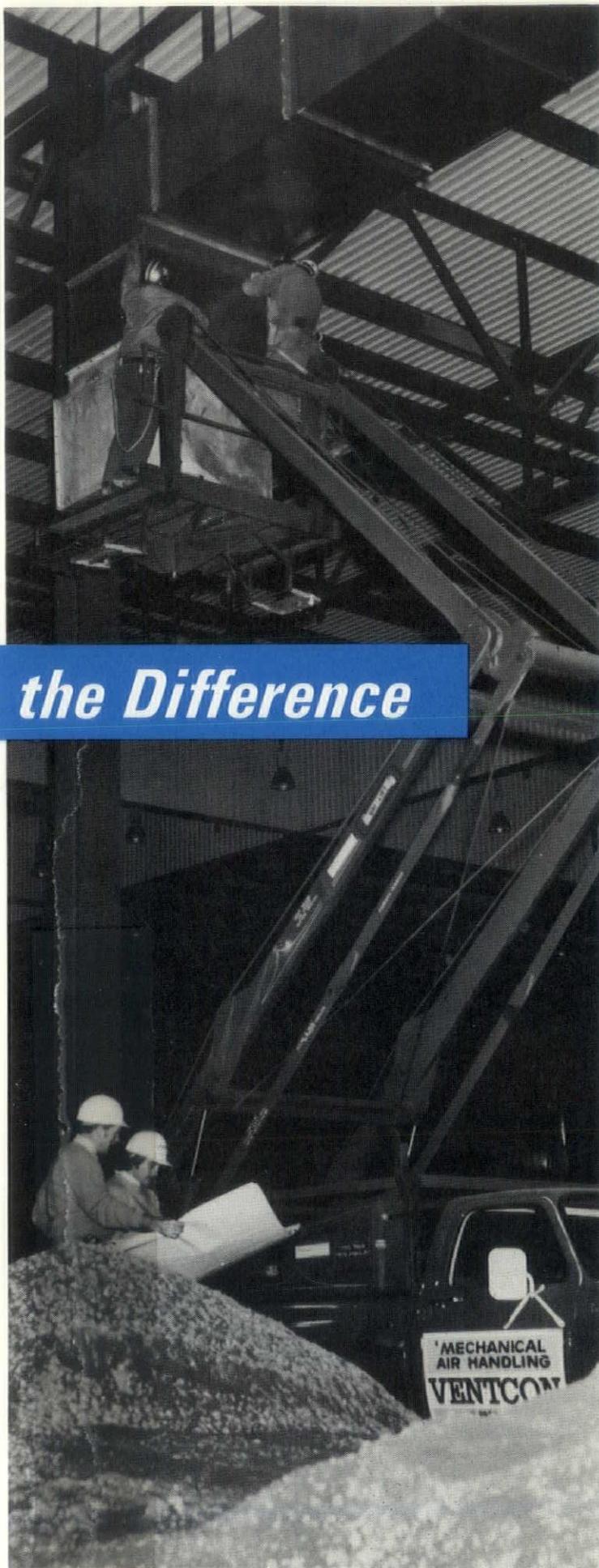
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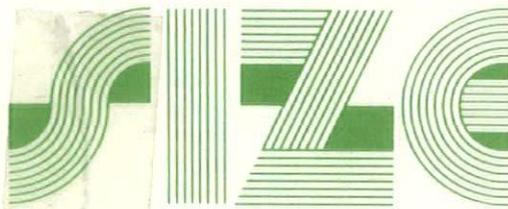
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