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Wisconsin Architect

COMMERCIAL/RETAIL AND ENERGY UP DATE

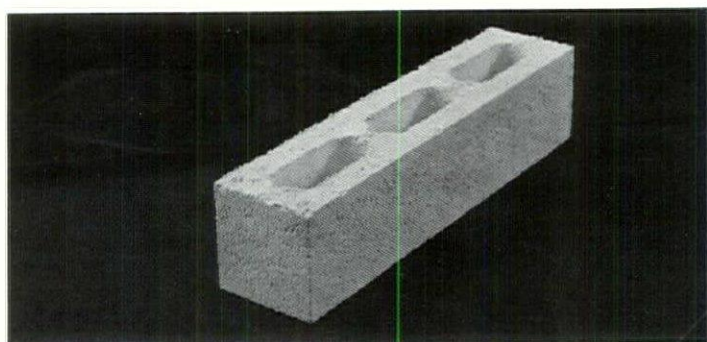
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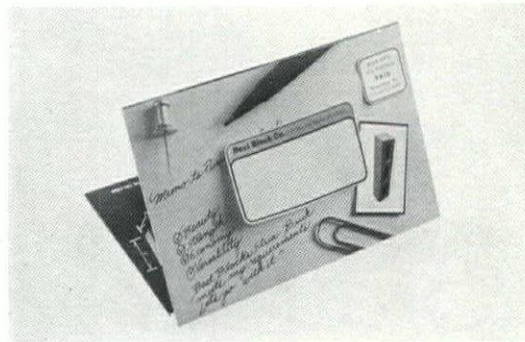
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Address all matters pertaining to Editorial and Advertising to:

819 N. Marshall Street
Milwaukee, Wisconsin 53202
Phone (414) 276-2250

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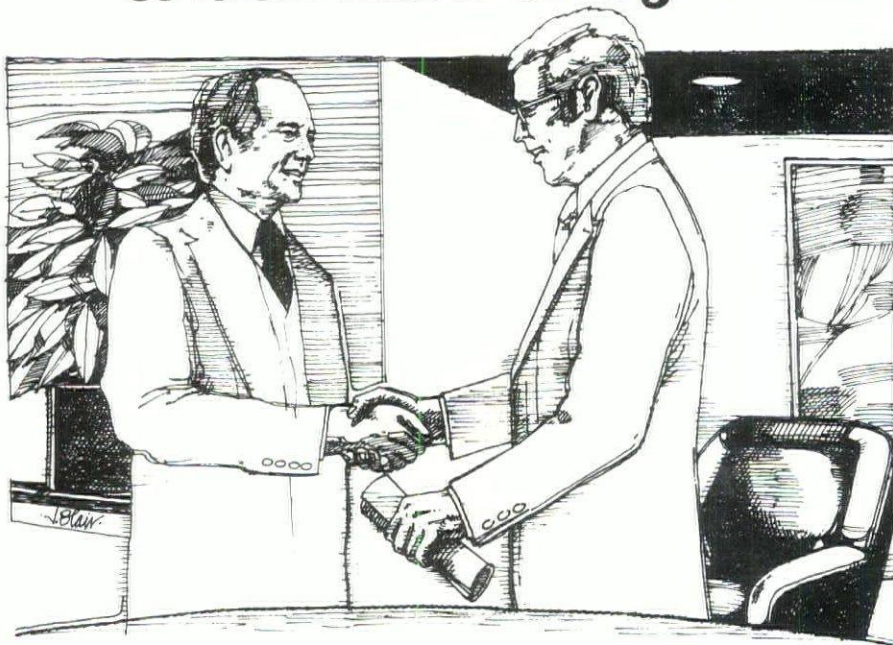
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COMMERCIAL/RETAIL AND ENERGY UPDATE

INTRODUCTION

In this issue of Wisconsin Architect, two topics will be explored. We begin by featuring the work of several Wisconsin Architectural firms in the field of commercial/retail buildings. The projects exhibited here demonstrate the varied approaches that different firms in our state have taken as they worked to solve the design criteria of their clients. We extend our thanks to these firms which contributed examples of their work, and we look forward to presenting the work of additional Wisconsin firms in future feature articles.

The second topic that we present is an overview look at the energy question. We approached the subject from four varied viewpoints. First, we have briefly summarized the current thinking on energy by the National AIA. Second, with the help of Eric Englund, we present a status report on several energy related bills being considered in Madison. Third, we have included an update on the energy programs underway at the UWM School of Architecture. Further details of the UWM programs will be included in next month's issue of Wisconsin Architect which will feature the 10th anniversary of the UWM/SARUP. And finally, the activities and courses offered at the University of Wisconsin Extension are discussed by Ray Matulionis, AIA.

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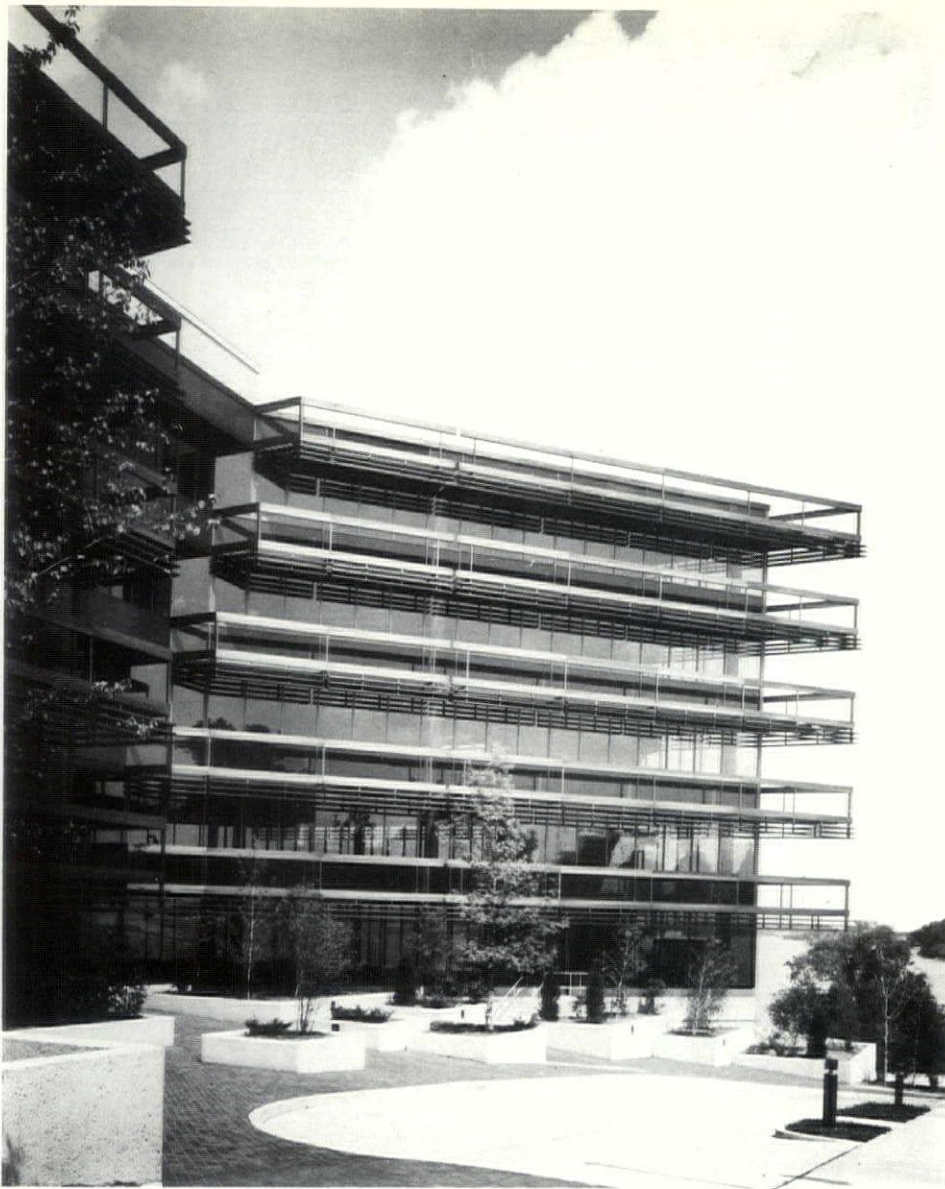
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Verez, Inc. Headquarters
Madison, Wisconsin

Architects: Potter, Lawson & Pawlowsky, Inc.,
Madison, Wisconsin

This building is the International Headquarters for a large multi-company insurance organization. Although the parent company is the second largest in their field, very few people, even in their home city, had ever heard of them. For this reason, the client wanted a significant building which would enhance his company's image and be an architectural asset to the city.

The total space requirements were to provide 205,000 gross square feet of building including indoor parking for 164 cars on a site of 51,200 square feet. The maximum floor area allowable above grade was 100,000 square feet. Meetings with neighbors dictated a low profile building.

The owner wanted the building to relate to the neighborhood and especially to enhance the setting of the adjacent historic governor's mansion. He also wanted the building to incorporate the natural views from the site into the working day of each of his employees.

The owner's organizational structure suggested blocks of area on each floor to provide individual identity for each company, yet allow easy interflow between companies.

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**Madison Newspapers Inc.
New Publishing Facility
Madison, Wisconsin**

**Architect: Potter, Lawson & Pawlowsky, Inc.
Madison, Wisconsin**

This project is a two-story, 109,000 square foot facility for publishing the two Madison daily newspapers, The Wisconsin State Journal and the Capital Times. It is located on a twelve acre site adjacent to existing warehouses that will be used for storing newsprint. Parking is provided for about 225 cars. The new building consists of three major units which were built in sequence by Fast Track Construction. Unit "A", which houses the press, is about 210 feet long, 35 feet wide and 45 feet high. Initially, 12 units of a Goss Metro offset press are being installed, with room for the addition of 6 more units in the future. Unit "B", two floors of 11,000 sq. ft. each, contains stripped newsprint storage area, locker rooms, and the mail room which is used for stuffing, counting, bundling and wrapping the newspapers as they come off the press. There is an enclosed loading dock adjacent the mail room for loading the newspapers onto trucks for distribution. Unit "C" is a two-story, 65,500 square foot office area containing the editorial departments of each paper and the business, advertising, composing, offset plate making, and circulation functions that are shared by both papers as are the press and mail room facilities. Unit "C" is designed so that a two-story addition can be constructed in the future.

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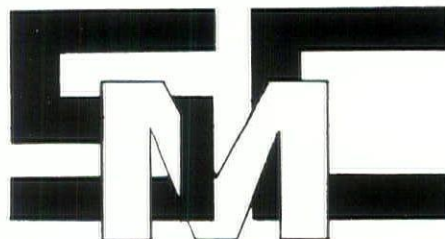
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**Allied Industrial Workers Building
Milwaukee, Wisconsin**

**Blake-Huettenrauch Associates Architects, Inc.
Milwaukee, Wisconsin**

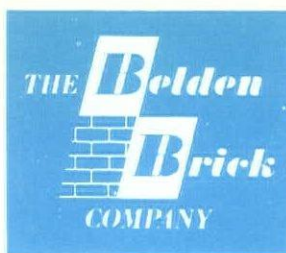
Completed in 1978, the Allied Industrial Workers Building is located in a newly developed Industrial Park, central to most of its union members. Due to the location near large industrial buildings, a strong, simple form was used. The bold contrast of this white cement plaster building to the surrounding vegetation and other buildings enhances its dramatic image.

The A.I.W. Building houses the offices, conference rooms, and storage areas for the local union agents. The recessed entry can be approached from two sides with the stair extending in front of it. This stair is the strong vertical element in the form. The entry leads to a first floor reception area and the general offices. A large conference room on the second floor has a number of executive offices immediately adjacent to it. A meeting room for the union membership is located in the basement and has a kitchen facility available to serve it.

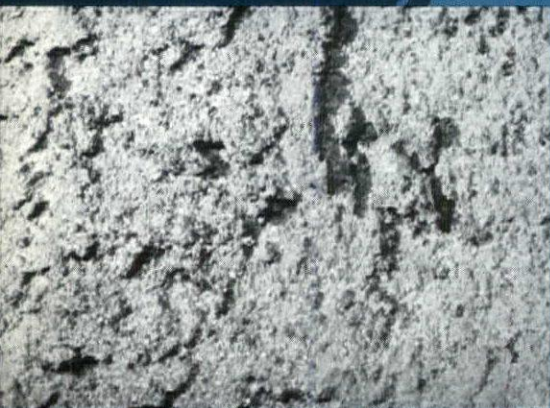
The predominant design features are the recessed areas on the primary elevations. The recesses create an inviting means to enter the building and screen interior rooms from direct mid-day sun. The conference room, for example, has a panoramic view, is well lit by natural light, and yet receives no excessive glare. In addition to the window areas and entries being functional, these volumetric voids further enhance an otherwise simple cube.

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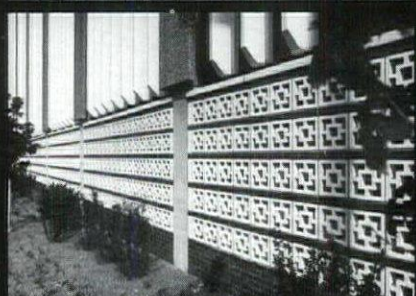
**Architect: Flad & Associates, Inc.
Madison, Wisconsin**

The client's major concerns were that the building present a positive image of stability, efficiency and vitality without being overbearing. The client wanted a building that was sympathetic to its rural Wisconsin setting and the people it serves.

Another major concern of the client was that the building should provide a warm and colorful environment for its employees. The interior layout was programmed to facilitate open inter-departmental communication and promote a sense of working together. The building plan, coupled with long "ribbons" of glass, enables all employees to enjoy the landscape. The interior utilized primary colors, natural oaks and potted plant materials. This created a warm and pleasant working environment.

The building program of 55,000 square feet called for move in occupancy of 120 employees. The building had to be flexible enough to double its move in capacity without excessive disruption or reshuffling.

The 80-acre site located just outside of town was selected for its rural atmosphere and magnificent countryside views. Of the 80 acres available, the owner requested that construction activity be limited to the western 40 acres and that the existing natural vegetation be preserved as much as possible. The rolling prairie of native grass and wild flowers was highlighted by a pond and woods to the north and a knoll to the south. This afforded a spectacular panorama of the countryside. The building was sited on a ridge along a northeast/southeast axis in order to take advantage of the sun, the panorama, and also a northern view which overlooked the pond and wooded area. In an effort to preserve the site's natural beauty, the parking lot was concealed in a swale to the south. Sodded areas were held tight to the building and all other disturbed areas were replanted with native prairie grass and beds of wild flowers.



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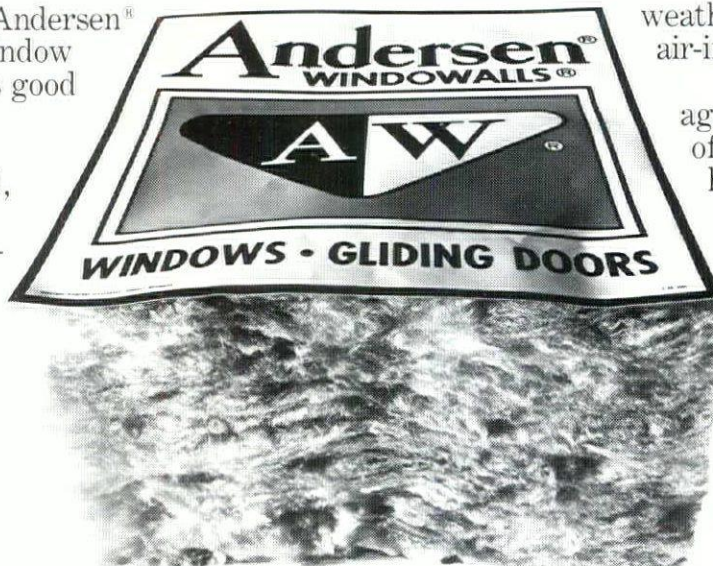


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**First American Center
Wausau, Wisconsin**

**Architect: Flad & Associates, Inc.
Madison, Wisconsin**

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Massing was another important consideration. Because most of the surrounding structures were only two or three stories high, the new bank building would have to be carefully scaled to complement rather than dominate adjacent buildings.



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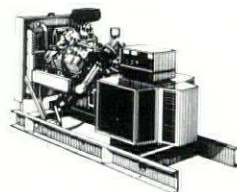
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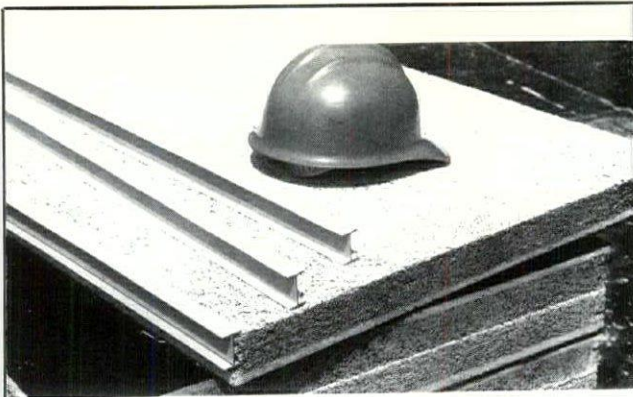
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**Mary Lester Fabrics
Milwaukee, Wisconsin**

**Architect: Plunkett-Keymar-Reginato
Architects & Associates
Milwaukee, Wisconsin**

A former "supermarket" type grocery store with fourteen foot high plaster ceilings and bare lamp fluorescent strip lighting is now the home of Mary Lester Fabrics in the Capitol Court Mall in Milwaukee. A new store front entry from the mall area was created using rough sawn lumber and glass. A security gate stacks inside the round plastered forms which help "steer" mall traffic into the fabric shop. A more intimate scale was achieved inside the shop by vertically suspending acoustic panels from the original high ceiling. Panels are fabricated from standard 24" x 48" x 1/4" lay-in acoustic tile used back to back. This device allowed existing lighting to stay in place while improving the quality of light to a degree that is quite acceptable for the display of fabric. It aids in the creation of a totally new environment at a very modest budget.



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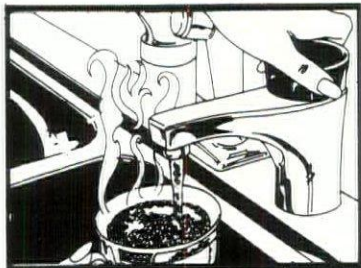
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Principles of overlay drafting are spelled out in a new brochure available from the Du Pont Company's Industrial Photosystems Division.

The brochure, which is designed to help engineers and architects understand and implement the concept of overlay drafting, discusses the requirements for using the special procedure. It also describes in detail the benefits of overlay drafting.



Overlay drafting produces composite drawings by the use of pinbar registration and a series of overlays. For instance, a reflected ceiling drawing would consist of a combination of the overlays for light fixtures, sprinkler heads, and air ducts. The procedure allows engineers and architects to meet complex design requirements at reduced costs. At the same time, drafting time is reduced and higher quality drawings are produced.

The brochures can be obtained from reproduction service companies or by writing R. A. BUTLER, Photo Products Department, Du Pont Company, 7415 Melvina Ave., Niles, IL 60648.



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Madison, Wisconsin**

**Architect: Arlan Kay & Associates
Oregon, Wisconsin**

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The use of steel, masonry and earth beams provided a chance to simultaneously use these materials for structure, ornamentation and energy conservation. The exposed steel and tinted striated concrete block are used on the interior as well as the exterior. Although the size of the building is smaller than the previous plant, the improved spacial layout will substantially increase production, yet provide a separation of plant, the central office and call office.

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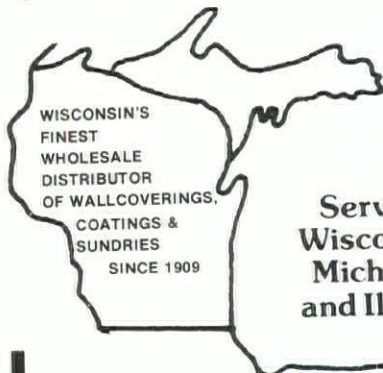
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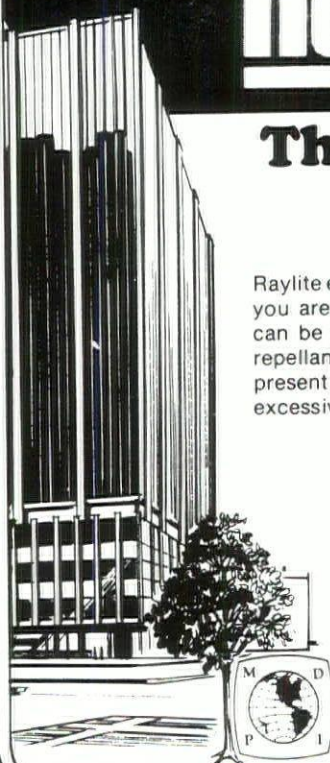
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**Warehouse & Distribution Center
Pabst Brewing Co.
Milwaukee, Wisconsin**

**Architect: Charles W. Yoder & Associates
Milwaukee, Wisconsin**

Cases of beer enter the second floor distribution center from the bottle house through a 155' long x 42' wide enclosed conveyor bridge spanning the truck loading dock area. The bridge houses fourteen conveyor lines. Upon entering the 200,000 sq. ft. distribution center, cases are palletized by computer 22' high and stored until needed for shipment. As many as 600,000 cases may be stored on the second floor of the building which supports 750 psf live load.

Over-the-road semi trucks serving distributors in the midwest are loaded at the eighteen second floor docks. Sixty city delivery trucks serving the Milwaukee area are garaged, fueled, washed and loaded daily on the first floor of the building which receives cases from the second floor via a vertical conveyor. Mezzanine levels serve auxiliary functions such as offices, locker and toilet rooms and computerized conveyor control stations.

The strong rectangular massing of the building, dictated by its functions, is relieved by the steeply sloping site and the interplay of brick curtain walls and massive concrete base and fascia all of which are tied together with slender, tapering concrete columns.

AIA Urges National Shift To Renewable Energy Use

Delegates to the national AIA Convention in Kansas City, Kansas this month called for reappraisal of national energy policies and for a shift to accelerated development of renewable energy resources.

In a strongly worded resolution that questioned the value of nuclear power and of alternative non-renewable fuels (such as coal and shale oil), the delegates promised the Institute would "demonstrate its leadership role" in helping bring about changes in the nation's energy use patterns.

The resolution was passed after a roll-call vote defeated another resolution (sponsored by the California Council of AIA) requiring the Institute to develop a policy on nuclear energy.

The convention called for a national energy reappraisal in order to bring about "intensified actions to eliminate energy waste in buildings through favorable tax programs and other means and to dramatically shift funding to accelerate the development of renewable sources of energy."

Delegates also committed AIA to help coordinate an "industry-wide effort to bring about changes in governmental and public attitudes" towards these objectives.

The resolution said that recent events (such as the nuclear accident at Three Mile Island in Pennsylvania) "cause a reappraisal of nuclear power" and that interim oil-replacement, but non-renewable, energy supplies are "depletable, capital wasteful and present environmental problems."

In light of these considerations, the AIA urged a dramatic shift in national priorities to development of renewable energy resources such as solar power.

AIA Adopts New Energy Statement

The AIA has adopted a new energy policy statement which was drafted by the Energy Committee and approved by the Board of Directors.

It outlines the Institute's position on four areas related to energy in buildings: building energy performance standards (BEPS); energy audits; research, demonstration and commercialization programs; and solar energy and design.

In summary, the policy statement asserts that:

- AIA will work to continue development of **BEPS** and other energy standards of potential value for energy conservation, but affirms that economic incentives and public awareness programs are more beneficial for reducing energy consumption than regulatory measures.

- **energy audit** programs can best achieve energy conservation through comprehensive studies of building functions and the interaction of all systems in a building and that architects should be included among those authorized by government programs to conduct energy audit type studies.

- better liaison should be established between AIA and various governmental agencies and private conservation and solar interest groups to assure continuity in **research, demonstration and commercialization programs**.

- every building design should maximize passive and active **solar energy** benefits and that all AIA members should promote passive energy designs that are cost effective and hold long term energy and economic benefit "whether or not governmental financial assistance is available."

Pending Wisconsin Energy Legislation

Hearings were held at various locations around the State on July 13, 16, 18, 19 and 20 to receive public reaction to proposed revisions to the Wisconsin Administrative Code Chapters Ind 50-64. These revisions would go into effect in 1980 and deal with many subjects in addition to energy. The following briefly highlights the proposed energy conservation revisions:

CHAPTER IND 63 — ENERGY CONSERVATION

1. **Ind 50.12** — Plan submittal and application requirements are clarified and updated.
2. **Ind 63.001** — The rules dealing with buildings exempt from the chapter are clarified and amended to be consistent with ASHRAE 90-75.
3. **Ind 63.01 (2)** — The requirements for illumination plan and electrical energy data submittal are outlined.
4. **Ind 63.02 (1)** — The definition of coefficient of performance (COP) is amended to be consistent with ASHRAE 90-75.
5. **Ind 63.11 (3)** — Infiltration requirements for doors and windows are included.
6. **Ind 63.12 (1)** — Correction in grammar.
7. **Ind 63.20** — The equipment efficiencies specified are amended to reflect the 1980 values from ASHRAE 90-75.
8. **Ind 63.21 (1) (d)** — The intent of the rule dealing with controls for heat pump supplemental heaters is clarified.
9. **Ind 63.22** — The scope and application of rules for duct insulation are expanded. The determination of pipe insulation R-value is clarified.
10. **Ind 63.23** — The intent of the exception for economizer units is expanded and explained.
11. **Ind 63.32** — Requirements for water-conserving fixtures are included.
12. **Ind 63.40 (1)** — The application of power factoring is clearly defined.

In addition to the Code revisions outlined above, the following legislation is being considered:

SB 132 — Sponsored by Senators Krueger and Kurel, would repeal the one and two family dwelling code. The WSA opposes this bill because it includes authorization for

DILHR to promulgate one and two family codes with standards pertaining to energy use and conservation.

AB 427 — Sponsored by Rep. Klicka would change the fees charged for environmental impact statements from full cost to \$10.00 or .05% of project cost, whichever is greater.

AB 582 — Sponsored by Rep. Coggs and others would require energy impact statements for building and road construction.

AB FFF — Sponsored by Rep. Ferrall and others would create alternate energy incentives. The following is an analysis of those portions of the bill that most apply to architects.

This bill creates various provisions designed to encourage the development, production and consumption of alternative energy systems using alternative energy sources such as wind, water and sun. The bill includes the following incentives:

1. The existing corporate income and franchise tax deduction for alternative energy system expenses is eliminated and replaced with a tax credit of 10% of such expenses. The credit provisions parallel the individual income tax credit for such expenses except that the corporate credit also applies to expenses of constructing electric powerplants and fuel-burning installations which produce electric power and any other form of useful energy which is used for commercial, industrial or space-heating purposes. Both the corporate and individual credits are extended to include expenses incurred until the end of calendar year 1986. Under current law, the individual credit and corporate deduction apply only to expenses incurred prior to December 31, 1984.

2. The Wisconsin solid waste recycling authority is required to investigate technical feasibility, markets and funding mechanisms to produce ethanol and gasohol from waste products, to determine if production plants should be built in Wisconsin and to report to the legislature on the characteristics of recommended plants, if any.

3. The bonding authority of the Wisconsin housing finance authority is increased by \$5 million for funding alternative energy systems for low and middle income housing construction and rehabilitation projects.

4. The energy office in the department of administration is required to submit to the state build-

ing commission a list of potential alternative energy demonstration projects on state facilities. The commission must use existing alternative energy funds on a solar energy system in the new state office building in Madison and on the installation of an alternative energy system in at least one university of Wisconsin farm. Any remaining funds must be spent on projects selected from the energy office list.

5. New construction of state offices and residence halls funded by the commission must be designed for solar system retrofit, and the bid must offer the lowest total life cycle cost of the energy consuming system of the office building or residence hall.

6. The department of administration is required to conduct a solar energy design contest for solar energy designs in the categories of one- and two-family dwellings, low-rise multifamily residences and high-rise multifamily residences. Actual or projected construction costs of one- and two-family units cannot exceed \$35,000 and the actual or projected market price cannot exceed \$55,000. Prizes include a \$10,000 first place prize, two \$5,000 second place prizes and three \$1,000 third place prizes.

7. Manufacturers and retailers of solar energy systems must disclose to potential buyers whether systems have a warranty and are eligible for tax credit and must provide buyers with an operation and maintenance manual. The department of industry, labor and human relations is required to establish performance standards for solar energy systems by rule, and manufacturers and retailers of systems certified by the department for tax credit purposes must disclose to potential buyers the extent to which systems meet for exceed the standards.

8. The public service commission is directed to require public utilities to propose rate structures which promote consumer use of alternative energy systems and to investigate and propose alternative methods of power generation.

9. Examination requirements for engineers, architects and real estate agents must include knowledge of alternative energy systems and energy conserving design features.

These bills, if enacted, will have a significant impact on the practice of architecture. You are urged to contact your State Representatives and Senators to voice your opinions.

WISCONSIN ARCHITECT REMINDERS

AUGUST
SEPTEMBER
OCTOBER

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
12 AUGUST	13	14	15	16	17	18
19	20	21	22	23 "Historic Preservation Law" Practicing Law Institute - Chicago	24	25
26	27	28	29	30	31	1 SEPTEMBER
2	3	4 "Commercial/ Industrial Energy Auditing" UWEX-Madison	5	6 "Preventive Maintenance Of Buildings" UWEX-Madison	7	8

						13	14	13
							<p>↑</p> <p>"Historic Preservation Law" New York City</p> <p>Executive Committee Meeting La Crosse</p>	
16		17	18	19	20	21	22	
		<p>Northeast Chapter Meeting Manitowoc</p>			<p>"Time Management" UWEX-Madison</p>	<p>Wisconsin Architect Foundation Meeting Milwaukee</p>		
23		24	25	26	27	28	29	
					<p>↑</p> <p>"Designing Architectural Interiors To Support Task Performance" UWEX-Madison</p>			
30		1	2	3	4	5	6	
<p>International Conference Of Women Architects Seattle</p>		<p>OCTOBER</p>		<p>↑</p>				
7	8	9	10	11	12	13		
<p>ARCHITECTURE WEEK</p>	<p>"Historic Preservation Law" San Francisco</p> <p>↑</p>			<p>Fall Workshop</p>	<p>Executive Committee Meeting Wisconsin Rapids</p>			

ENERGY AND BUILDINGS RESEARCH INSTITUTE

UNIVERSITY OF WISCONSIN-MILWAUKEE
SCHOOL OF ARCHITECTURE AND URBAN PLANNING

DEAN ANTHONY JAMES CATANESE
DIRECTOR E.B.R.I. — JOHN SCHADE

In April, 1978, the Energy and Buildings Research Institute was formed. It incorporates the Access Program, the Energy Demonstration Centers Project, and other energy oriented programs within the School of Architecture and Urban Planning. The Institute offers a professional level of research which stresses direct application of design and research efforts to specific energy related problems. These services are offered to the public, the private sector of practicing professionals including architects, engineers, builders, and manufacturers, and to government agencies.

It is the goal of the Institute to provide assistance in the following areas through the creation of interdisciplinary research and design teams assembled for specific research and demonstration projects:

Design and design research assistance focusing on energy issues pertinent to the architectural profession and other members of the building community.

Material and product component design, testing, and evaluation.

Active and passive solar system performance simulation.

Building thermal performance simulation to determine compliance with the Department of Energy Building Design Performance Standards.

Individual faculty and staff members with the institute are involved in a range of projects stressing energy conservation in buildings. Proposals include solar and energy efficient designs for institutional, community buildings, multifamily residence-

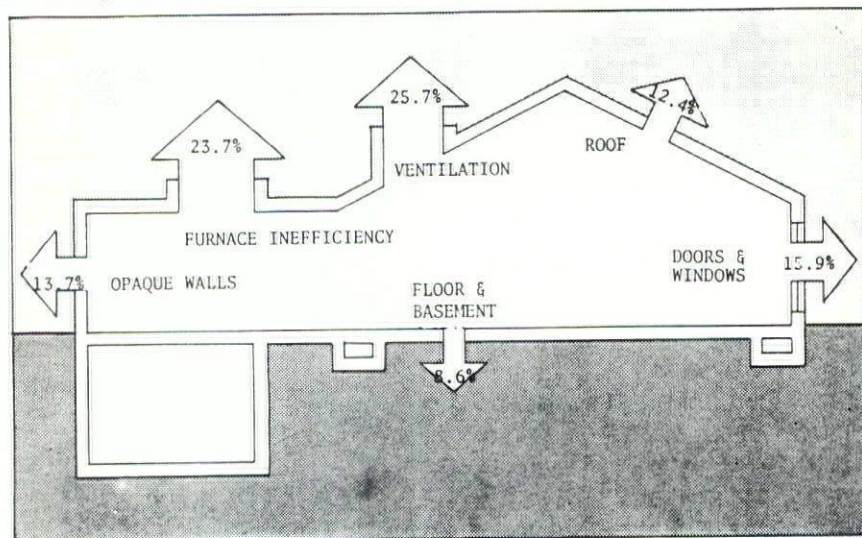
es, and single family prototypical housing. The Institute in conjunction with private industry developing proposals for cost effective ways for integrating passive solar heating and cooling techniques into manufactured building systems, and the design of building components related to these systems.

In addition, several schemes are being developed for small

scale energy efficient marketable products.

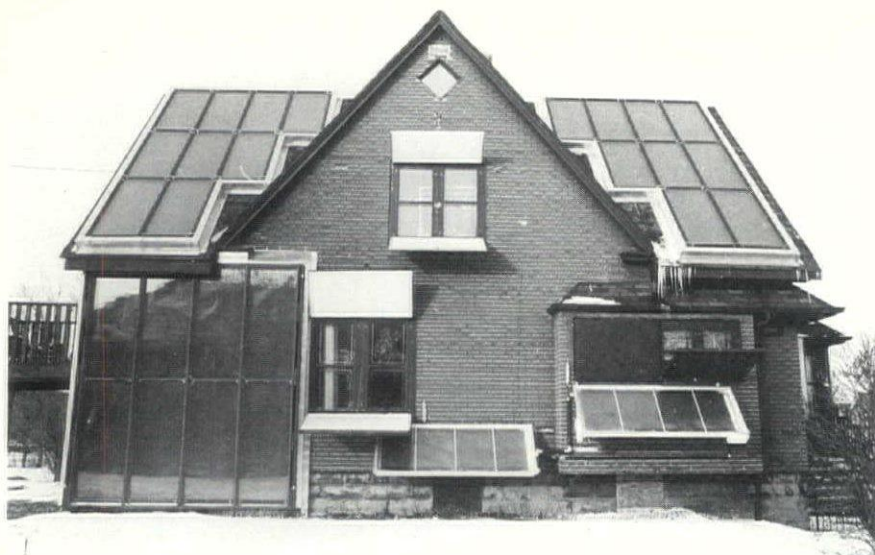
HISTORY

The department of Architecture and Urban Planning at the University of Wisconsin-Milwaukee has a history of involvement in energy conservation and alternative energy sources. Active re-



COMPONENT	COMPONENT SQ. FT.	THERMS/YEAR COMPONENT	THERMS/SQ. FT. COMPONENT	VALUE OF HEAT LOSS \$0.23/THERM	PERCENT OF TOTAL LOSS
ROOF	11,108	2,594.6	.234	\$ 576.00	12.4%
OPAQUE WALLS	4,263	2,851.3	.669	\$ 632.99	13.7%
WINDOWS	1,520	3,108.1	2.045	\$ 690.00	14.9%
DOORS	122	215.4	1.766	\$ 47.82	1.0%
FLOOR & BASEMENT	10,636	1,800.3	.169	\$ 399.67	8.6%
VENTILATION	---	5,360.2	---	\$1,189.96	25.7%
FURNACE INEFFICIENCY	---	4,948.1	---	\$1,099.32	23.7%
TOTALS	---	20,878.0	---	\$4,635.76	100.0%

Building thermal performance analysis.



Access House Demonstration Project, 2915 N. First St., Milwaukee, Wisconsin.

search in these areas has been conducted since 1971 with a series of experiments in rural and urban settings. The projects, conducted by students within the department, have ranged from the design and construction of a self-heating geodesic dome to experimentation in such alternative energy support systems as wind energy and biogas conversion. Urban projects included the retrofitting of inner city residences for energy conservation and solar space and hot water heating.

In 1974 the Access program was instituted to organize this ongoing research and demonstration effort and to disseminate information on energy and resource conservation. The Access House Energy Demonstration Project is based on the belief that the inefficiency of existing buildings represents a crucial problem in the nation's energy and housing future. The goals of the project are to design and test experiments within the context of a working residence, to provide a life model of an older home that has been modified to function with maximum energy efficiency and to communicate the efforts of this applied research to the public. The house is open to the public and tours are regularly con-

ducted to school groups, community and professional organizations, and interested individuals. The Access Program is also involved in designing and installing displays to illustrate basic principles of active and passive solar energy collection, solar domestic hot water heating, solar greenhouses, and various other residential retrofit techniques.

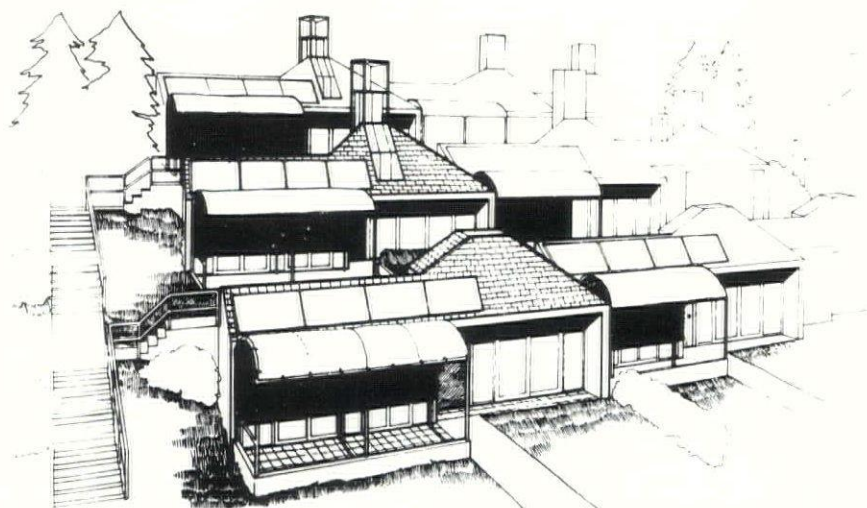
As a continuation of its energy retrofit demonstration work in the summer of 1977 the school

began an expanded retrofit Energy Demonstration Centers Project to illustrate the effectiveness and cost effectiveness of simple architectural and HVAC retrofit measures on school, local government, and small commercial buildings. This project is supported by the Department of Energy and the Wisconsin Energy Extension Service. It involves eight energy demonstration centers distributed across the state of Wisconsin.

In addition the school has been an active participant in national design competitions in the area of energy conservation, and solar energy. Students participating in the school's energy program have been awarded four awards in the past two national energy competitions conducted by the A.I.A. Research Corporation and sponsored by the Federal Energy Administration (1976) and the Exxon Corporation (1977).

PERSONS INTERESTED IN INFORMATION OR SERVICES OFFERED BY THE ENERGY AND BUILDINGS RESEARCH INSTITUTE SHOULD CONTACT:

John Schade
Energy and Buildings
Research Institute
Marietta House,
University of Wisconsin-
Milwaukee
Milwaukee, WI 53201



Winner: Exxon-AIA Research Corp., National Solar Dwelling Design Competition, January, 1977.

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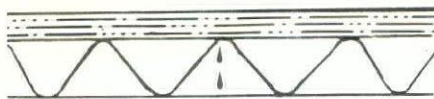
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*United States National Center for Health Statistics (1971)



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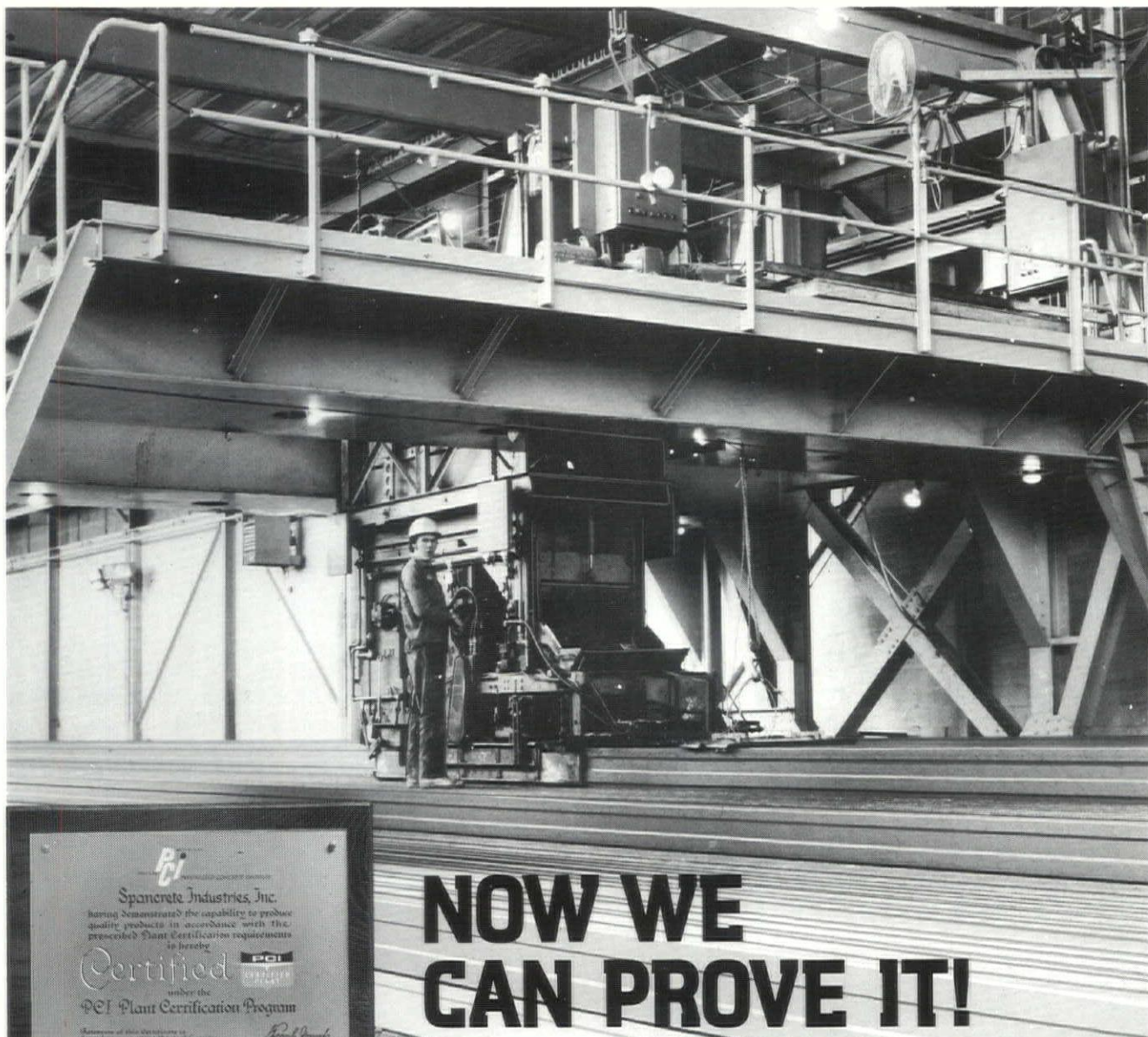
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ENERGY PROGRAMS UPDATE

University of Wisconsin-Extension
Department of Engineering & Applied Science

Raymond C. Matulionis, AIA
Program Coordinator

Energy related activities of the Department of Engineering & Applied Science, University of Wisconsin-Extension, are increasing in number, scope, and quality.

Some six years ago Extension Engineering started a number of programs oriented toward energy management, conservation, solar and state-of-the-art energy technology.

In 1973 and 1974, energy courses were offered on Air Conditioning Design, Energy Management, Energy Conservation and Boiler Plants. In 1975, Extension Engineering structured a series of institutes on Solar Heating and Cooling of Buildings. Soon the effort directed toward energy programming was intensified to thirteen energy-related short courses and twenty-four energy-related, two-day institutes in 1977. In 1978, the development of energy manuals, applied research, and energy survey capabilities have been added to the Extension Engineering energy program. A number of these programs have received government assistance. In total, 105 energy projects and courses were completed.

One recent addition to aid the energy-related activities of Extension Engineering has been the Energy Technology Center (ETC). Its functions include administration of contracts; development of educational literature; development of a working relationship with other energy oriented groups within the University System (Energy Research Center, Institute for Environmental Studies, Solar Energy Laboratory, Agricultural Engineering, etc.); and coordination of dissemination activities for energy-related information.

Presently the energy-related activities of Extension Engineering fall into five broad categories: Boiler-Plant Combustion Efficiency Improvement Workshops; Energy Management Program; Energy

Audit Courses; Research; and a comprehensive series of energy-related institutes, short courses and evening courses.

Thirty-four Boiler Plant-Combustion Efficiency Workshops, offered in fourteen different locations throughout Wisconsin, deal with the techniques for improving gas and oil-fired boilers and include discussion of the technical aspects of combustion efficiency and water treatment. These workshops are intended for boiler plant operators, building and plant maintenance personnel, and plant engineers.

The Energy Management Program offers the nation's first formal Diploma in Energy Management. The goal of this activity is to serve engineers and related professionals who require a comprehensive series of courses covering all aspects of energy management. The Energy Management Program has been developed with input from an advisory committee of energy authorities from industry, business utilities, and state and federal government. Additional input has come from hundreds of energy managers and engineers who have attended previous courses or indicated their needs and interests in response to surveys. The Energy Management Program is comprised of two levels. The first level diploma will meet the needs of all practicing energy managers and engineers. To earn the diploma in Energy Management requires the completion of four weeks of classroom study in Madison and a one day examination.

The second program (the advanced diploma in Energy Management) will serve specialized practice, such as plant engineering, building design, research-development demonstration, and technical management. This program will require the completion of five weeks of course study.

The Energy Audit program at Extension Engineering deals with: educational facilities; commercial/industrial facilities; residential projects; municipalities; and hospitals. The program's objective is to train individuals to understand the effectiveness of energy use and energy conservation in buildings and to provide information on how to maximize energy efficiency at minimum costs. The courses are intended for energy auditors, many of whom are employed by gas utilities. A number of government funded pilot audit courses have already been completed. The ultimate goal is to prepare a series of courses that could be presented in various locations around the state and through institutions other than the University of Wisconsin-Extension Engineering Department.

With regard to energy-related research, a project dealing with energy consumption in manufacturing and use of products has been completed. A vacuum cleaner was selected as a case study because it uses one of the largest amounts of power among small appliances.

Finally, over sixty energy-related institutes, short courses, and evening courses have been scheduled for 1979-80, including:

- Energy Management-Assessment, Economic Analysis, Audits
- Energy Management-The Role of the Energy Manager
- Energy Management-Energy Systems
- Energy Management-Energy Systems Analysis
- Advanced Energy Management
- Residential Energy Audits
- A/C Design-Controls
- Steam Power Plant Supervisory Training
- Computer Control of Buildings and Processes
- Boiler Plant Design

- A/C Design-Psychrometrics
- A/C Design-Fluid Systems
- A/C Design-Equipment and Components
- A/C Design-Systems Applications
- Transportation Systems Management
- Solar Energy Thermal Processes
- Residential Energy Forecasting
- Passive Solar Design and Construction
- Architectural Energy Design
- Industrial Refrigeration
- Commercial/Industrial Audits
- Energy Codes & Standards
- Energy Management for Contractors
- Energy Aspects of Residential Design
- Solar Heating and Cooling of Buildings
- Thermography and Energy Conservation
- Boiler Plant-Combustion Efficiency
- Lighting Systems and Electrical Motor Design
- New Rate Designs for System Planning Using Coal
- Heat Pumps
- Energy Management Industrial Facilities
- Energy-Industrial Facilities
- Energy-Commercial Facilities
- Window Design for Solar Energy
- Life Cycle Costing-Energy
- Wind-Driven Electric Generation
- Practical Applications of Earth Sheltered Architecture
- Energy Audits for Schools/Hospitals
- Daylighting Design & Applications

The future of these energy-related programs is dependent on the changing needs of the industries and professionals that Extension Engineering will continue to strive to provide as effectively as possible the technical and managerial expertise that society requires for efficient energy use and wise energy conservation.



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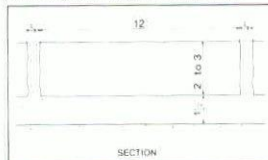
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WSA CONVENTION FOLLOW-UP

One of the "New Ethics" discussed at the recent WSA Convention was advertising. The following article entitled, "How To Integrate Advertising Into Your Marketing Plan", is by Vilma Barr, President of Barr Communication Services. Ms. Barr summarizes a segment of the seminar she presented at the Convention.

In advertising, we are buying space or time in public media. The 1978 change in the AIA Code of Ethics sanctioned the buying of space in publications, for AIA members.

AIA members can continue to use the electronic media — radio and TV — for publicity and public relations purposes. At this time individual practitioners can utilize the advertising opportunities offered by newspapers, magazines, directories and other forms of print media.

Professional advertising has different goals than advertising geared toward the sales of a product. Product advertising exists primarily to produce immediate buyer response.

But we are not selling products. We're selling ourselves, and our abilities.

ADVERTISING OBJECTIVES

Professional advertising can accomplish a variety of results for us. The results we achieve really depend upon what we do and, in turn, what we **want** to do. So — the first question should be: "What do we **want** advertising to do for us?"

Do we want it to "identify?" We may just wish to have our firm's name out in front of many prospective clients — for the purpose of building our image. Then, when we call on prospective clients, they will know of us. And we'll be more credible to them.

Or, do we want immediate response from new prospective clients? The media can, in fact, accomplish a range of results if we design and use it in a focused way.

Advertising — on a cost per thousand basis — is the **least expensive** way for us to reach a market. This is true whether we advertise in a community newspaper or in a national magazine. Regardless of the type of publication we use, what we are buying is the least expensive way to communicate on a per reader basis.

If you use the mail for marketing for your firm, there are certain basic expenses. The cost of sending multiple letters — the cost of the stamp, the printing, the mailing labels, and the processing — is at least 30c per letter.

The cost to reach a person with an advertisement may run from only 5c to 8c each. A few years ago, one magazine produced a special 4½c piece! It was a large coin that could be used as a fob on a key chain, and was given to prospective advertising buyers as a premium. The 4½c amount represented the cost to reach each reader with a **full-page** advertisement. Advertising is an **inexpensive, yet flexible** promotional tool.

In addition to setting goals for what we wish to accomplish with our advertising, we have to determine exactly **what** it is that we are selling. And we have to match what we are selling to what our market is interested in. What will make them read **our** ad?

What is the appeal?

A special service?

Broad services?

Economic?

Aesthetic?

Time management?

Quality and attention to detail?

Technical competence?

Sensitivity to long-term planning?

Experience?

Innovation?

Determine your strong points **and your target** and how they fit the publication and make sure there is a match. Then evaluate. There should be a good fit between the story you want to tell, **how** you tell it and the publication that carries the message.

How we convey a story depends upon the money we have to spend on the communication. Our story will have to be compacted if we can only buy a limited amount of advertising space.

There are effective ways to advertise, even on a limited budget. Build an awareness of approaches that ad-makers take. When you look through a publication, ask yourself,

"What do I like about that ad?"

Is it the illustration? Is it the copy? Or is it the type face?"

"How do I feel about their story? Do I want to know more?"

You might choose to take an educational approach. How much do people know about ways an architect can help them?

Or, you might want to let people know that you do feasibility studies or help to prepare a certificate of need. You could announce the addition of a new staff member, and describe their background and special abilities. You might want to print an "Energy Checklist" or "Management Considerations in Office Planning."

Always plan an ad from **the potential client's** point of view. They want to know what you can do for **them** to help solve **their** problems, and that's the concern you have to address. When you judge a professional service ad, you have to step back and say, "If I were evaluating this service, would it seem like a worthwhile investment for me to find out more about the firm that's providing it?" Design buyers do not want to buy solutions to other people's problems; they want to know that they are investing in a firm that has the ability to solve **their** problems successfully. That's what an advertising campaign should build toward.

You may want a good image over the long term. The reader might not be asked to do anything other than remember your firm's name and what it does.

Or, you may want live leads — prospects call-

ing or writing to you to get more information about your firm or its service. You have to motivate them to identify themselves, because once they pick up the phone or sign their name you know who they are. That's risk-taking on their part, and the ad should make the respondent feel comfortable about coming forward and asking for more details. A well-conceived ad will take all of this into consideration.

Many advertisements use a two-step sequence. They can pose an intriguing and important statement or question. Second, they illustrate the **benefits** of an answer or explanation. (They don't show **how** to derive the answer, though. Just the benefits of the answer.)

"It's 9:14 A.M. Do you know how much your building is costing you?"

"How can you fit 14 people into the space normally required for 10?"

When we use this approach, our advertisement must do more than just pose the question. We should never leave our reader up in the air. We have to tell them what to do next. It's the second step, therefore, that gives them a basis for understanding what we are suggesting. We should describe the solution — the answer — and its benefits.

We are all selling unique services. The public that reads our ad should be shown in an interesting way how they can benefit from a unique approach that we have developed in our firm.

Then we conclude our advertisement differently, according to our goals. If we wish direct response, we can have a more general answer in our advertisement, coupled with an invitation for the reader to write or phone for details. (Most magazines have a "Reader Response Card" service, in which readers circle the number of the advertisement in order to receive additional information.) If our goal is image building, our advertisement can point out how our approach has worked successfully for others.

If we wish to educate, our advertisement should spell out the details. We can then tell the reader **how** we approached answering the question. We're really not giving away our experience for nothing. The readers can never develop enough knowledge and experience in the space provided by an advertisement to do it themselves.

But the message is helpful to our readers. It expands their perception of something. And it lets them know that **we** know how to help them in that area. If and when they have a need, they'll contact us.

Advertisement Layout

There are a lot of statistics concerning how quickly our eyes jump around a page.

How much time do we have to capture a reader's attention on a printed page? Generally, we have something close to one or two seconds.

To capture a reader's attention, we have to announce our story quickly. We also need to tell our story **rapidly** and elicit whatever kind of response we want. If reading our advertisement is

not a quick, easy, enjoyable experience, we are going to lose the reader. No reader will give as much credence to an advertisement as to an editorial piece. They know that someone is trying to sell them something. Unless our ad is something unique and exciting it will not capture or hold their attention.

An advertisement that is educational is generally wordier than other types. Some educational advertisements have up to 250 words. It's difficult to hold a reader beyond that length.

In an educational advertisement, we have to be careful to neither preach to people nor to address them as though they are in "Ding Dong School." Either result can happen when we are trying to educate clients in an area that contains some technical complexity. And either result will destroy our advertisement's effectiveness.

Our advertisement should be an **appealing** contrast to the editorial material, and other ads. The publication is filled with explanations . . . filled with concepts . . . filled with detail.

A reader will give us approximately fifteen seconds of their time. Can we give them our story even faster?

They usually don't want to spend several minutes on our advertisement. Our ad should be easy to read and appealing!

Repetition is the key to advertising results. One ad appearing once in one publication, will bring a spotty response, at best. The exception to this would be an annual directory, possibly put out by a regional or professional organization. But advertising in the news media should be evaluated as a campaign, over time.

Creating An Ad

Who can create advertising? We could assign the task in-house, to find out about a publication or publications, call or write for a media kit, analyze the rate card, and have the advertising representative call on you. The rep will give you advice on what they can do for you on a multiple-insertion program, and you can try to get them to get you the best position in the publication (outside right, far forward!).

Or, you can turn the task over to an outside person or agency. A free-lance artist who is experienced in creating advertising (not corporate identity programs or printed pieces) would be the type of person you are looking for if you want graphic services only. You may have a writer on staff, or know a good free-lance writer with an advertising background.

Or, you can work with an advertising or promotional agency offering advertising services to help you develop your program. Even if your budget is not large, you can find an agency who would be willing to service your account, or act as consultants. (There are included here two checklists which could help you in evaluating if an agency is for you, and if so, how to go about selecting one.)

How To Evaluate An Ad

The costs of the ad are relatively straightforward — production costs such as layout, artwork, typesetting, color separations, creative fees, etc. Then add on the cost of placing the ad into the medium.

Now we have costs and the number of your target market who will have the opportunity to see the ad. (Your target market is the portion of readers who fit your prospective client profile — this may not be the total circulation.) We can do some evaluation analyses which will help you compare one magazine against another, and even compare whether it is more efficient to use your secretary with a specially prepared telephone script to contact your target market.

For the cost per target reader — divide your total cost by the target readers.

\$3,500

75,000 = \$4.67

Remember the media representative will not likely give you a cost against your target group — that inflates the cost a bit — so you will get only a CPM — or cost per thousand which is the price of the ad insertion divided by circulation. But, that is the way his head works. You should look at it from your own accountant's point of view — the money you spend divided by the people you really want to talk with.

Assuming your ad has some pulling power you will get some inquiries about your particular service. In this example we achieved .05% of the target group. This could mean either a poor ad, poor medium, and poor use of hard earned money. The inquiry generation cost \$100 each — that's a lot of dimes for phone calls.

But, and this is perhaps more important — we should look at **how many sales have resulted** from those inquiries — and the value of those sales.

In this instance let's say we obtain 5 sales — at an average cost of \$700 each, a very healthy ratio of \$21 in sales for every dollar invested.

As a penultimate look at your dollar expenditure you may want to evaluate each of your marketing activities against each other to ascertain which one is giving you the best value for your money.

You can use some fairly simple desk gathering techniques which will be useful in directing your efforts more efficiently in the future. They are elementary but often ignored by many companies large and small. Each can be coded per media by using different keys such as the person to contact, department code, or similar feature. Each contact should be recorded with the source. If it leads to a contract, it should be noted as the source of business analysis.

Creating An Ad

What can we say in our ads? If we have a large firm, we may want to list our services, or offices, or an innovative approach to a certain problem.

If a small architectural firm does a lot of town house rehabilitations, the firm could place an occasional advertisement in the real estate section of their local newspaper. People who are thinking of buying an old structure may be tempted to seek guidance from a specialist.

A small engineering firm that specializes in energy audits could receive widespread response.

An interior design firm that can conduct special space efficiency studies — particularly for office and institutional facilities — could achieve a significant response!

What do price quotations add to our effort? Many design professionals are concerned about advertising leading us into a regular price war. It's not likely, though it is possible. But it is certainly not worth worrying about at this point. Rather, we need to focus on answering potential client questions, such as, "What are you going to do for me?"

And we need to create responses, such as, "I didn't know that you did this type of thing!" We want to encourage people to want our services. Otherwise, any dollar amount will be too much.

How much do most of us really know about law firms? Or their rates?

But, if they have a useful service that we didn't know about, we might like to learn what it is and what it does for us and what it costs, in case we ever need it.

For example, consider "Estate Planning". What's it all about? What does it do for us? Is it only for those of us who have a lot of money? Is it for those who want to be sure we keep what money we have?

It's the type of thing that we probably should all know about — in case. Lawyers can probably expand their market considerably. There are many law-related activities that we all should probably have done for us. An ad could tell us more.

Conclusion

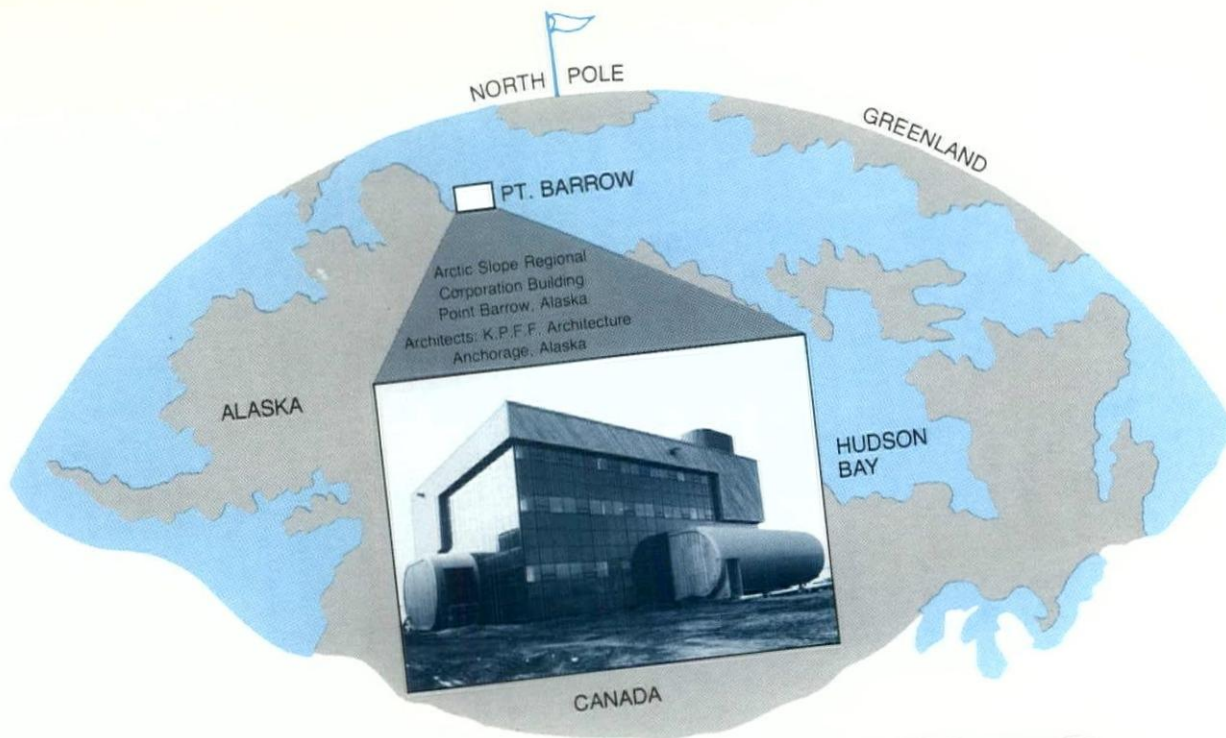
1. Advertising can produce direct response from buyers of our professional services.
2. Advertising can be used to pre-sell our firm, by establishing and shaping our image in the eyes of our prospective clients.
3. Advertising can be used to educate our public — to tell people about a service that is helpful and available, without saying, "Come to us to have it done." If they don't know anyone, many people will come to us anyway. The message can be educational about our firm, about our services, or about our public's need to recognize that something can be done for them.

Advertising may be the first vehicle to come along in a long time that may have the effect of expanding our market. As the saying goes,

"A rising tide lifts all ships."

And an expanded market for us all.

NOTE: For a bibliography of books and articles on advertising, contact Ms. Barr at Barr Communications Services, 262 Washington Street, Boston, Massachusetts 02108.



Pt. Barrow, Alaska Gives A Whole New Meaning To "Sitting On Top Of The World"

Cronco-Lite

Over 50 Years

Point Barrow, Alaska, Your Typical Oceanside Village. Arctic Ocean that is, the northernmost point of the United States. North of the highest peak in North America. Where the permafrost makes the most routine matters a challenge for ingenuity and a struggle for survival. There's no running water. No way to lay underground pipes. Water has to be trucked in, sewage trucked out. No paved roads. No foundations. All structures are built on pilings secured in the earth by mud. The diet? Forget about salads. Nothing green grows up here. Lots of walrus meat, though.

Cronstoms' Thermal Barrier Curtain Wall is the Largest, the Farthest North.

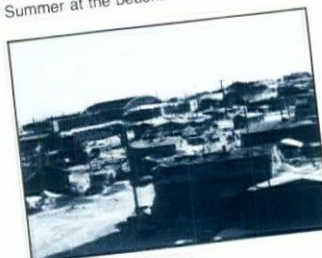
How did Cronstoms end up here at the top of the world? The building pictured is corporate headquarters for Arctic Slope Regional Corporation in Point Barrow, an impressive structure especially in this stark landscape. The architect specified Cronstoms' CTS thermal barrier curtain wall for a large portion of the exterior. The CTS energy-saving system eliminates metal to metal contact. No frost or condensation at temperatures to -30°F . The CTS thermal barrier keeps the outdoors in its place, even here. Cronstoms' was the first to develop a competitive thermal barrier system. Our system has already met the challenge on top of the world at Point Barrow. Now we're ready to meet your challenge.



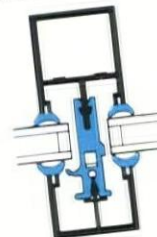
Summer at the beach.



Typical street scene.



Spring in Point Barrow.



CRONSTOMS
MANUFACTURING, INC.
4225 Hiawatha Avenue South
Minneapolis, MN 55406
(612) 722-6671

wisconsin architect/august, 1979

Important Information for Architects on GAS SERVICE

The Public Service Commission of Wisconsin has approved Wisconsin Gas Company's request to offer natural gas service to "small to medium" commercial and industrial firms.

This interim authorization allows (within certain limitations) service to new customers and additional amounts of natural gas to existing customers.

If your clients are planning a new building or plant, desire to convert their present facility, or are expanding . . . contact your Wisconsin Gas commercial or industrial representative for specific information to see if their needs qualify for natural gas service.



CALL: 1-(414)-291-7000

SOCIETY NEWS

PRESIDENT HIPPI TO KANSAS



John Hipp recently announced to the WSA Executive Committee his acceptance of the position of Director of the Division of Architectural Services, Department of Administration for the state of Kansas. On June 7 Governor John Carlin of Kansas announced the appointment in an official statement. He said, "I am pleased to announce today that John Hipp will be joining my administration as State Architect. Having served in a similar capacity in the state of Wisconsin, he certainly has the unique qualifications to hold this position. His sound professional architectural background and broad administrative experience, both in the private sector and in government will serve him well as State Architect. John is a graduate of the University of Kansas, he is registered to practice architecture in our state, and was a resident here for several years. I am very happy to welcome him back to Kansas."

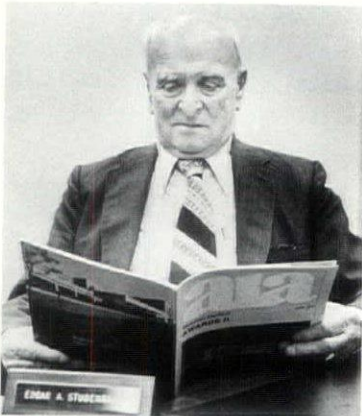
John was recognized by the WSA Executive Committee at an informal dinner in his honor at the Milwaukee Athletic Club recently. John received a president's plaque along with official "roasting" by Executive Committee members and staff led by our most articulate board member, Dick Gustafson of Green Bay. Our best wishes go to John and his wife Barbara as they take on the new responsibilities and life in the state of Kansas.

The WSA Executive Committee continues under the leadership of Vice President Noble Rose who serves as Acting President.

Our best wishes go to Karla Riesinger of the WSA staff who has taken a position with Travel Tours of Milwaukee. Staff member Jan Smith has moved into the position of Membership Procedures and Special Projects Secretary. Joining the staff as Receptionist/Secretary is Janis Schneider. Donna Carr continues with the Document Services responsibility and Grace Nugent continues as Bookkeeper.

Sheboygan architect, Michael R. Marcheske, has joined the professional staff of Donohue & Associates, Sheboygan-based consulting engineering firm.

As a project architect, Marcheske will be involved in management, design, client liaison and all aspects of contract document preparation. With recent experience in the management, development and research of active solar systems, Marcheske will also be involved in energy auditing and other projects involving energy conservation and management.



Edgar A. Stubenrauch, AIA, was recently honored by the firm of The Stubenrauch Associates, Inc. with an open house in recognition of his 85th Birthday. Stubenrauch has conducted an architectural office in Sheboygan for over 58 years.

A summary of building projects designed by Stubenrauch and the ensuing firm includes:

Schools: 336 — with classrooms for about 165,000 students

Churches: 285 — with seating for approximately 70,000 worshippers

Industrial: 150 — with jobs for most every trade or business

Commercial: 312

Public Buildings: 76

Health Care Facilities: 62 — with beds for over 9000 patients

Homes and Apartments: 314 — to house about 1800 residents

Miscellaneous: 50 — including everything from parks to cemeteries.

Stubenrauch, a Sheboygan native, as a young man worked for his father, a building contractor, which inspired him to become an architect.

He graduated from the University of Illinois, Department of Architecture, in time to serve in the United States Armed Forces in France for two years during World War I. Before leaving Europe, he attended London University for six months. After two years of employment in the office of the Wisconsin State Architect in Madison, he returned to Sheboygan in 1921 to open his architectural office.

The firm continued to grow and in 1968 ownership was transferred to The Stubenrauch Associates. Frederick C. Steinhaus, AIA, a long time associate since 1927, Norbert C. Schaefer and H. James Gabriel, AIA, assumed direction of the firm. Stubenrauch, now a director-emeritus, still maintains an active interest in the firm. At age 85, he still comes to his office daily and wants to know what is going on in the business of the firm.

**MEMBERSHIP
ACTIONS**

The following membership actions were approved by the Chapter Officers of the WSA/AIA and The Institute:

CARL G. CRASS, JR., was approved for Associate Membership in the Southeast Wisconsin Chapter;

GUSTAVS M. MARTINSONS, AIA, was readmitted to AIA Membership in the Southeast Wisconsin Chapter;

CHARLES R. OPFERMAN, was approved for Associate Membership in the Southeast Wisconsin Chapter;

DAVID J. RAJSICH, AIA, was approved for AIA Membership in the Southeast Wisconsin Chapter;

ALAN J. WAGNER, was approved for Associate Membership in the Southeast Wisconsin Chapter;

JOHN HATZINGER, has transferred from the Northeast Wisconsin Chapter to the Northern Nevada Chapter.

**REPORT ON
ENERGY SAVING
IDEAS
AVAILABLE**

Energy saving features are emphasized in a research paper released by the U.S. Forest Products Laboratory called "Energy Efficiency in Light-Frame Wood Construction", FPL 317. The report provides innovative ideas on the design and construction of energy efficient light-frame wood structures.

Prepared at the Forest Products Laboratory in Madison, Wisconsin, the illustrated, 60-page report also contains charts and graphs of interest to engineers, designers, architects, and builders. The first part of the report presents the role of housing design and landscape planning in building energy efficient homes, while the second half concerns engineering for energy efficiency.

The report explores such topics as building code considerations, heating losses and gains, zoning for energy balance, windbreaks and air leakage control, thermal performance, and insulation.

The Forest Products Laboratory is maintained by the Forest Service, U.S. Department of Agriculture, in cooperation with the University of Wisconsin. Single copies of this report are available free by writing to the Director, Forest Products Laboratory, P.O. Box 5130, Madison, Wisconsin 53705.

**BOOK
REVIEW**

The Architecture of Arthur Erickson

A book of such sense and beauty and articulateness has just been published by Tundra Books of Montreal with the most lucid, brilliant text by author Arthur Erickson, one of Canada's most honored architects. (The New Yorker magazine just ran a delightful profile on him.)

Meticulous care was taken in every step of the book from the selection of breath-taking photographs to the printing, to the layout itself, which has a simple architectural style.

To quote from the author himself is perhaps the best way to illustrate the excellence of this book. Mr. Erickson says, "... certain concerns determine the character of ones work. I refer to them here as site, light and cadence."

"Site is paramount for me because it has always been the richest sources of inspiration. In fact, I have always thought that I was more of a landscape designer than an architect, since I tend to take a structural approach to landscape and a landscape approach to architecture . . . It is a dialogue between building and setting that is the essence of architecture . . . No matter what the subject or location, the quality of the local light will eventually determine the architectural style."

If I could take one book on architecture to a desert island, this would be it. If I could take one picture, it would be the one on pages 42 and 43 of this masterpiece.

By Betty Mead

**EMPLOYMENT
OPPORTUNITIES**

The NCARB is seeking a registered architect to serve as an Executive Director. An accredited degree in architecture and 10 years practice as a principal or equivalent experience is required. Salary commensurate with experience and capability.

Submit resume with three corresponding references to: Chairman, Search Committee, NCARB, 1735 New York Avenue, NW, Suite 700, Washington, D.C. 20006.

There is a position available for a registered architect to serve as an Engineering Manager in Iron Mountain, Michigan. Please send resumes to: RJS, INC., P.O. Box 93, Niagra, WI 54151.

A California firm is looking for a Senior Job Captain, Project Architect or Principal aged 35-45. California license or equivalent required. Call or write Al Ray, RWA Environmental Group, 3368 Second Avenue, San Diego, CA 92102 — (714) 299-9600.

**UPCOMING
ISSUES OF
WISCONSIN
ARCHITECT**

The September issue of the Wisconsin Architect will focus on the 10th Anniversary of UWM/SARUP. In October, we will feature architectural interiors. Firms wishing to submit projects for publication should send their material to the Editorial Board by September 16. The November issue will feature Adaptive Reuse/Historic Preservation, and in December the theme will be Architecture For Worship.

YOUR BEST EMPLOYEE COULD BE DYING OF A MISCONCEPTION



One out of six of your employees has high blood pressure. Anyone from the mail boy on up to the chairman. Some of them might even realize it. But might not realize that high blood pressure can only be normalized if they stay on daily medication.

They might even be under the dangerous misconception that hypertension (the fancy name for high blood pressure)

only occurs under stress situations. It doesn't.

For literature about these and other high blood pressure misconceptions, how to set up a company work session, or obtain a speaker, write to Jerry Wilson, The High Blood Pressure Information Center, 120/80 National Institutes of Health, Bethesda, MD 20014.

It's in your company's interest to do so. Because

some of your best employees may have hypertension. And they can't give you their best for long, if they're laboring under a dangerous misconception.

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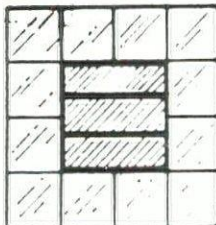


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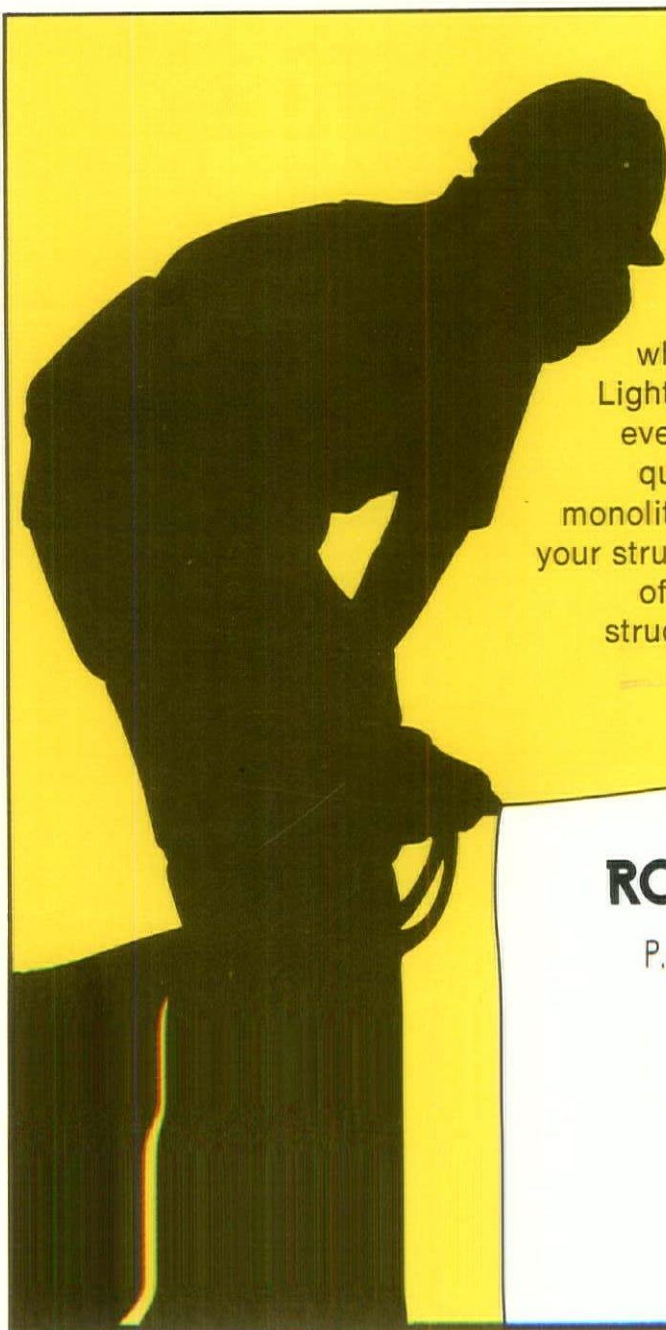
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