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A NEW CENTURY BECKONS

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IN TWO PARTS—PART TWO

The A-I-A-'s First Hundred Years

By HENRY H. SAYLOR, FAIA

PUBLISHED MONTHLY AT THE OCTAGON, WASHINGTON, D. C.

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THE AMERICAN INSTITUTE OF ARCHITECTS
1735 New York Ave., N.W., Washington 6, D. C.

The A.I.A.'s First Hundred Years

"The only two things that have lasted in this world so far are great ideas and great monuments."

NICHOLAS MURRAY BUTLER

December 17, 1908

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By HENRY H. SAYLOR, FAIA

THE AMERICAN INSTITUTE OF ARCHITECTS
CENTENNIAL CELEBRATION
1857·1957

THE OCTAGON . WASHINGTON, D. C.

PREFACE

IF AN AUTHOR feels obliged to apologize in advance for his book, why publish it? It is a good question. The answer is not so easily phrased.

In preparing the Centennial celebration, it was belatedly realized that in the first century of its life The Institute had been too busy with many things to look backward over the years and record something of the hopes, activities and achievements of this effort to build a national professional society of architects.

The Institute's Centennial Convention Committee recognized the anomaly of celebrating a history that had never been recorded. Although the emphasis of the celebration was rightly put on the future rather than the past — "a new century beckons" — it seemed advisable to make at least a gesture toward the road over which we have traveled. With but ninety days available for the reading of one hundred years of proceedings, minutes, documents, and doing the supporting research, the writing of a definitive history of The Institute's first hundred years was out of the question, and even if it were possible to produce it, would it be read?

This hasty sketch is the alternative, offered with the uncomfortable conviction that the errors of commission and omission may be found outnumbering the essential facts. Perhaps, however, with a frank admission of its shortcomings, this little volume will give an occasional glimpse, as through a glass darkly, of the way The Institute has come to a maturity which enables us to look with confidence to the century that beckons.

H. H. S.

The Octagon
March, 1957

"If I had it in my power as I leave office, I would like to leave as a legacy to . . . The American Institute of Architects the duty of preserving a perpetual 'eye of guardianship' over the White House to see that it is kept unchanged and unmarred from this time on."

THEODORE ROOSEVELT
December 12, 1908

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I
EARLY AND DARK DAYS

PICTURE YOURSELF walking the streets of New York City in February, 1857, looking for an architect. You would have a difficult search. Look up the name in the telephone book — but there were no telephone books and no telephones; the first commercial telephone exchange was not established until 1878, and it was in New Haven, not New York. The census of 1850 was a source of great pride to New Yorkers, for it recorded the city as having a population of 515,547. Not until two years later could the city boast a population of 696,115 — approximately that of the twin cities Minneapolis and St. Paul as we find them a century later.

The year 1857 saw the end of the presidential term of Franklin Pierce and the inauguration of James Buchanan. New York City had established its first uniformed police a little more than a decade before, and it did not get around to having a paid fire department to replace the volunteer companies until 1865.

"It is a gloomy moment in history," were the opening words in an editorial in *Harper's Weekly* for October 10, 1857. "Not for many years — not in the lifetime of most men who read this paper — has there been so much grave and deep apprehension; never has the future seemed so incalculable as at this time. In our own country there is a universal commercial prostration and panic, and thousands of our poorest fellow-citizens are turned out against the approaching winter without employment, and without the prospect of it."

Charles Babcock, who was later to become a professor at Cornell, began his practice as an architect about 1857, when, as he said, architecture in this country, and, in fact, throughout the civilized world was almost, if not quite, at its lowest ebb. It was hardly worthy of being ranked among the fine arts — though the fine arts themselves were disregarded by government and people alike. The few architects of this time were not only misunderstood and unappreciated by the public, but were themselves so widely scattered and unacquainted with one another that they were inclined to suspect and fear their kind. This miasma of distrust was not the atmosphere in which a profession might develop its own higher aims and build public confidence.

New York was not unique in this. W. W. Boyington tells of the discouragement found in Chicago when he came there to practice in 1853. The so-called architects then in practice had recently been contractors. A group of the most active builders thought it would be better to have plans made for them rather than to make these plans themselves, so they induced one of their number to give up contracting and call himself an architect. To reinforce their suggestion they clubbed together and guaranteed him $2 a day if he should not get enough business to bring him that amount.

Edward C. Cabot started architectural practice in Boston in 1847, when, he tells us, there were but half a dozen architects there, and several of these had been trained as engineers. Their activities were carefully guarded from one another, and their libraries, as most valued tools of the trade, were kept tightly locked. It was twenty years before they got together and proposed to form a society of architects.

In Philadelphia, as late as 1804, William Bridges advertised that he was an "Engineer, Architect and Land Surveyor" and was prepared to "furnish plans, estimates and minute specifications." This same advertisement sets forth that Mrs. Bridges had for sale "a general assortment of millinery and also ladies' morning dresses and children's coats and pelisses." Working both sides of the street, with a vengeance!

Looking back one hundred years from our own halcyon days of an authoritative and prosperous profession, we are apt to credit the formation of the Institute to the rare and exalted vision of a little group of dedicated men who were the founders. An exalted vision they certainly must have had — the wording of their constitution leaves no doubt of that — but with a closer look at those dark days, one is persuaded that with the vision there must have been a conviction that if those men did not hang together they would surely hang separately.

Richard Upjohn was the dean and most respected member of the architects of that day. Around him they rallied to form a professional body destined to become the one national society whose hundredth birthday we are now witnessing. Richard Upjohn was a native of Dorsetshire, England, who in his youth had been apprenticed to a builder and cabinet-maker. He became a master in the trade and in his twenty-eighth year came to America and settled in New Bedford, Massachusetts. In due time he became assistant to Captain Paris, architect of the Boston Court House. His first independent work was designing the fences and entrances enclosing the Boston Common. In 1839 Upjohn was called to New York to take charge of proposed alterations and additions to Trinity Church. Whether on the architect's advice, or because of expanding views of the building committee, the patching job gave way to the complete razing of the building and the clearing of the site at Wall Street on Broadway, in preparation for a new church. It was not Upjohn's first church, for he had designed St. John's for Bangor, Maine. It was to build, however, a firm foundation for Richard Upjohn's reputation as an architect of ecclesiastical work. Completed in 1846, Trinity had by 1857 taken its place as the United States' best known and most admired example of church architecture. Though Upjohn became known as a medievalist, his buildings for commercial and domestic use show no Gothic influence in structure or detail.

Some few years later, in a discussion of color in architecture, it is interesting to find Mr. Upjohn expressing the opinion that "the introduction of color in exteriors is a matter of questionable taste, as weakening the force of the design of the building, particularly in our climate."

It was Richard Upjohn, solid citizen, conservative designer, advocate of professional fellowship, devout churchman, around whom the architects of his city rallied when the formation of a professional body was proposed. In the Upjohn office was held the first meeting, Monday, February 23, 1857, to consider the possibilities. Attending were:

Richard Upjohn	Leopold Eidlitz	Joseph C. Wells
J. Wrey Mould	Charles Babcock	Richard M. Hunt
Fred A. Petersen	H. W. Cleaveland	John Welch
Edward Gardiner	Henry Dudley	J. M. Priest

and Richard Upjohn's son, Richard M. Upjohn

Mr. Wells proposed that Richard Upjohn be chairman of the meeting and Richard M. Hunt be secretary. After a few words as to the aims, which had often been talked about informally among themselves, the meeting appointed a committee to draw up a constitution and bylaws: Wells, Gardiner, Babcock, Dudley and Petersen. It was agreed that other reputable members of the profession should be asked to a later meeting for the purpose of adopting a constitution and bylaws and applying to the City for a charter. In selecting the names of those to be invited, a two-thirds confirming vote of the original thirteen was required. Those passing this first qualification test were:

Calvert Vaux	John Davis Hatch	John W. Ritch
Fred C. Withers	Fred Diaper	Joseph Sands
John Nottman	Thomas U. Walter	George Snell
Edward Cabot	Alex. J. Davis	Ammi B. Young

The meeting closed with an agreement that the 22nd day of February, Washington's birthday, would be considered the day of organization and that anniversary meetings be held on that day. It was also resolved on motion of Edward Gardiner, that "a vote of thanks be tendered Richard Upjohn for the use of his office and for the gracious manner with which he received us."

Various amendments to the original draft of the constitution were made in the meetings which followed. The name originally chosen was "New York Society of Architects," but the next meeting changed this to "American Institute of Architects." In the application for a charter, or somewhere along the line of those early days, it was made "The American Institute of Architects," and so it remains in spite of numerous omissions of the word "The" throughout the century.

More than a year passed before the Institute was able to secure headquarters for its meetings and library; from the moment of its birth the organization laid great stress upon the library of books and drawings it should assemble. A single room in the University Building was leased for a period of six months, with the privilege of renewal; the rent was $10.33 per month. Two years later an adjoining room was added.

Twenty years before The Institute's birth there had been another attempt to form a professional body of architects. On December 7, 1836 ten or twelve architects met in New York and laid the groundwork for the "American Institution of Architects." It did not long survive. Its members were too widely scattered and too few in number to hold a brotherhood together. Two of the original group, however, are found among the men who signed The Institute constitution twenty years later — Thomas U. Walter and Alexander J. Davis. Occasionally in the century that has passed, the question of The Institute's true birthday has arisen and provoked many arguments. In June, 1922 The Institute's Board of Directors appointed a committee on archives to settle the matter. In accepting their report three years later, the Convention resolved: "That it shall be improper to eliminate the date 1857 from association with the seal of this society."

The American Society of Civil Engineers and Architects was founded in 1852, and was called by that name until 1869 when, presumably because of the spread of The A.I.A. after 1867, the "and Architects" was dropped from the engineering society's title.

The Institute's founders were familiar, of course, with the organization of their English confreres. In January, 1834 a few London architects met to form a society. They could not agree, however, either on the objects to be sought for the conditions of membership. A few of them refused to be discouraged and held another meeting. With five of the original group the Royal Institute of British Architects was born. The Council held its first formal meeting December 10, 1834, and the first president was elected in 1835, remaining in office until 1859. Thus was a pattern established which in all likelihood brought about the continuing in office of our first president, Richard Upjohn, for eighteen years, and this in the face of his repeated pleas to be relieved. Throughout the minutes of The Institute's trustees and directors there is frequent indication that, confronted with a new problem, someone asked, "What did the R.I.B.A. do in such a case?" The election of Mr. Upjohn as an Honorary Member of the R.I.B.A. established a tie between the two Institutes that has grown stronger with the years.

Although there are many bits of evidence pointing to the theory that The A.I.A., as established, was more of a gentlemen's rather exclusive club than a democratic society, the federal idea prevailed from the start. In the then current atmosphere of distrust and loose principles of practice, it was only natural that the founding members should erect protective fences about their homogeneous group. Nevertheless, underlying all their thinking was the goal of a central body, with chapters in the chief cities, and these chapters should be practically autonomous.

It was but natural that a New York Chapter should be established first, and it soon developed a personality of its own, a meeting place and, of course, a library.

The financial picture of those early days emphasizes the modesty of The Institute's operations. For the year 1859 there was received from the only source — dues — a total of $335. Expenses, however, were $410.60, thus leaving the Treasurer the privilege of paying for the honor of holding his high office by dipping into his pocket for the lacking $75.60.

By June, 1861 the Treasurer reported an indebtedness of $450, chiefly due New York University for rent. The report dwelt sadly upon the lagging payment of dues, "due to the present national troubles." The Civil War had cast such a cloud over the Institute's activities that the Trustees voted to terminate the lease and sell the furniture. The second room of the headquarters had already been released to the Evangelical Alliance. The landlord was paid off in cash and in kind as follows: a member's check for dues (postdated September 1), $36; cash, $75; furniture and fittings costing $332 and valued at $297.90 — totalling meticulously the $408.90 needed to balance the account. The furniture and fittings of the one rented room consisted of a large table, chairs, carpet, stoves, blackboard, library shelving, window shades, gas fixtures, fire screens, etc.

So now the Institute, with all its modest accomplishments and great vision, was homeless and penniless, with the dark war years looming ahead. The Treasurer scraped together $2.31 to buy a small chest, 75 cents for carting it, with all the archives, to the home of J. W. Ritch. At a meeting authorizing all this, as well as the resignation of Mr. Hunt to go abroad, it was resolved that future meetings be held after business hours in the office of Mr. Leopold Eidlitz. The meeting, with all its discouragements, ended with the reading of a paper by Mr. Gambrill on "Architecture as a Fine Art."

A long succession of "No quorum" followed in the minutes book, and then a real gap until March 5, 1864. By all the rules The Institute, like its predecessor the "Institution," should have disappeared from the earth. Instead, apparently it went into a form of hibernation for three years.

The long lapse seemed to give new impetus to the organization. A room was engaged in the Trinity Building at 111 Broadway, at a rent of $150 per annum. Back dues were wiped out, but the current dues — $10 annually following an initiation fee of $10 for professional members, half these amounts for associates — were to be paid at once.

It was not easy to become a member, even though the total enrollment was less than thirty. Not until 1867 when the chapter system was officially accepted as the road forward, did The Institute begin to lead an active life. A note in the Trustees' minutes of December, 1867, records receiving plans of a church from a Washington candidate for membership. These plans were "favorably received," and the Secretary was instructed to send the applicant a declaration form. It was not until some months later, when testimonial letters had been received from a general of the Army and a Representative from Congress, that the candidate was admitted. His prospects as a member were largely intangible. He had no big convention to lure him on. As a matter of fact the first convention was to be held in the rooms of the only chapter — New York, and the Trustees had appointed a committee to provide refreshments. A later entry in the minutes revealed the cost of these — $12.50 for sandwiches. As a measure of growth — and inflation — the President's Reception at our Los Angeles Convention of 1956 cost $4,867 and the Annual Dinner, $7,200.

II
INSTITUTE STRUCTURE

IN THE ARCHIVES of The Institute we find no copy of the original Constitution. What with two fires, many movings, the death of an early treasurer in office, with the natural confusion as to the whereabouts of his records, it is not surprising that early records have not survived. Indeed, one handles with some awe the five large ledger-type volumes of Secretary's minutes, each page covered with the meticulous handwritten notes of what transpired in meetings a century ago. But the Constitution itself is not there. Undoubtedly there was a copy, probably on parchment, engrossed with all the pride of some penman of that accomplished generation. There is more than one reference in the minute books to the "signing of the Constitution" by the founders and those men who were invited in before the obligation of formal election was instituted. The possession of such a treasure is denied us.

For the terms of the founders' Constitution itself we must turn to a magazine of those far-off days, *The Crayon*. Primarily it was a monthly periodical devoted to the interests of the art world. In its pages are found very brief mentions of what was thought to have, possibly, some of the qualifications that might ultimately bring it into the class ruled by painting and sculpture. In its news column is found the Constitution which signalized the formation of a new organization that hoped to attain professional status, The American Institute of Architects.

This, then, might have been called our Magna Charta but for the fact that it immediately ran the gantlet of several meetings and the years when The Institute went underground during the Civil War; it emerged as a document in which any marked resemblance to the original was purely coincidental. This document is a bound octavo copy of the Constitution as amended to 1867. Note particularly that it is *The* A.I.A.

CONSTITUTION as amended February 19, 1867

ARTICLE 1. The name of this Society shall be THE AMERICAN INSTITUTE OF ARCHITECTS.

ARTICLE II. The objects of this Institute are, to unite in fellowship the Architects of this continent, and to combine their efforts so as to promote the artistic, scientific and practical efficiency of the profession.

ARTICLE III. The means of accomplishing this end shall be: regular meetings of the members, for the discussion of subjects of professional importance; the reading of essays; lectures upon topics of general interest; a school for the education of Architects; exhibitions of architectural drawings; a library; a collection of designs and models; and any other means calculated to promote the objects of the Institute.

ARTICLE IV. 1. The Institute shall consist of Fellows, Associates and Honorary Members.

2. The condition of membership as Fellows or Associates shall be, the honorable practice of the profession, in accordance with the Constitution and By-laws of the Institute.

3. No member shall accept direct or indirect compensation for services rendered in the practice of his profession, other than the fees received from his client.

ARTICLE V. The officers of the Institute shall be a President, Treasurer, Secretary, Corresponding Secretary, Librarian, and as many Vice-Presidents as there shall be Chapters of the Institute — the President of each Chapter being a Vice-President of the Institute.

ARTICLE VI. The Institute shall hold an Annual Convention, and such other meetings as shall be ordered.

ARTICLE VII. Members in any city and its suburbs may organize and maintain a Chapter of the Institute, having a President, a Treasurer, and a Secretary. Each Chapter shall hold two meetings in each month of the year, excepting June, July, August and September.

ARTICLE VIII. The government of the affairs of the Institute, and the election of members and officers, shall be in accordance with such By-laws, not inconsistent with this Constitution, as shall be enacted by the Institute.

Article IX. This Constitution shall be altered or amended only upon a two-thirds vote of the members present at an Annual Convention of the Institute, and only when at least thirty members are present and voting.

By that time the Board of Trustees was:

Richard Upjohn, President; R. G. Hatfield, Treasurer; Fred C. Withers, Secretary: Detlef Lienau (4 years), Calvert Vaux (3 years), Henry Dudley (2 years) and Leopold Eidlitz, 1 year.

This was the controlling element of the organization — and it surely did control. Again and again we find in the minutes of the meetings of the membership, that the final decision in a question under discussion is referred to the Trustees. Notice that Richard Morris Hunt, though Vice-President of The Institute, is not a trustee. The impression is that upon a high dais somewhere sat an august supreme court, the members of which did not usually descend to talk with common folk. If the Trustees kept minutes of their own meetings, they are not available. Their decisions apparently became known through announcement in the member meetings, usually by the President. Probably, in the environment conditioning the group, an autocracy was inevitable.

It must not be assumed that unapproachable austerity was the rule. A news report of the annual dinner of February 22, 1860, as printed in *The Crayon* says:

" . . . There was a freshness and vivacity about it that is not often seen on such occasions, easily accounted for when one becomes familiar with the origin, education and experience of the gentlemen who represent the profession of architecture among us. Good appetites, to begin with, then good reading, good poetry, good speaking and good singing, all of these inspired by the best of feeling, aided by the best of wines, were the elements of a most useful and enjoyable entertainment."

And a few months later an editorial in the *Architects' and Mechanics' Journal* of September 22, 1860 says:

"It is only about twenty years that any considerable number of practitioners have been known at any one time to have been engaged in this most arduous calling."

The same weekly was of the opinion that in 1840 there were not more than a half dozen architects in New York, but that in twenty years the number had increased nearly a hundred fold. The greater number of these had come from England and Germany, while not a few were Americans.

George B. Post, at an annual banquet thirty years later, recalled the strife of those early days when he entered the profession:

"It was torn by dissensions and jealousies, and its few members were engaged in a war of styles. The Medievalists could see no merit in Classic art; the devotees of the Renaissance considered modern Gothic worthy of no consideration; and the pre-Raphaelites believed in neither. The American painters and sculptors were frankly outspoken in their opinion that there was no art in architecture."

In the light of the idealogical atmosphere prevailing, the wonder is that such widely opposed protagonists could come together in one tent. Only their individual feelings of loneliness in a harsh world could have been the binding force that kept the little band together — that and the great respect in which they held their leader. Year after year they re-elected him president. In 1873 at the annual banquet, after the election formalities, the toastmaster proposed the first toast — "The health of our absent President, Richard Upjohn. I will not call on anyone to respond for Mr. Upjohn; he speaks for himself, and will speak when we are all gone, and our children after us."

The founders, it is seen, had in view two main classifications of membership: active, divided into Professional Members and Associates (who were, in fact, probationers who might in time be recognized as professionals); and honorary, divided into Honorary Members and Honorary Corresponding Members. By 1867, when the Constitution and Bylaws were amended, the active categories had become Fellows and Associate Members.

Either as Professional Members or as Fellows, the men so designated were regarded as the main trunk of the tree; they paid higher dues and they alone could qualify as elected officers; Associates were paternally regarded as children, so to speak, who were to be seen but not often heard — the parents would run the show.

The basic idea behind The Institute had been too big to be overlooked by architects in other cities. It was only a matter of time before individual practitioners would gravitate into nuclei with aims resembling those of The Institute. By 1867 the architects of Boston were in process of forming a society, and although they knew of The Institute they were well content to develop their own individuality "rather than go under a yoke with those New York men." Not until 1870 were the men of the Boston Society of Architects convinced of the greater possibilities in a federation, but the name "Boston Society of Architects" was tenaciously held for years until it was swallowed up in the formation of the Massachusetts Chapter.

New York, naturally, was the first chapter organized, 1867. It was followed by Philadelphia, 1869; Chicago, 1869; Cincinnati, 1870; Boston, 1870; Baltimore, 1871; Albany, 1873; Rhode Island, 1875; San Francisco, 1881; St. Louis, 1884; Indianapolis, 1884; and Washington, 1887. Each chapter's president, by provisions of the Constitution of 1867, became a vice-president of The Institute.

Autocracy was fading rapidly into democracy.

The re-election of Mr. Upjohn had gone on and on, in spite of the feebleness that progressively made it difficult and then impossible for him to attend even the annual meetings. Repeated pleas from the President that some other leader be named to replace him had no effect; the habit remained unchanged for eighteen consecutive years. By then, for the seventh year the Conventions had been held in cities other than New York — Philadelphia, Boston, Cincinnati, Chicago, back to New York, then Baltimore and Philadelphia. It was here appropriately that the Republic's hundredth anniversary of 1776 found the 10th Convention of The Institute. And here the persuasive plea was made to the nominating committee by Charles Babcock, a son-in-law of Mr. Upjohn, that it was the President's sincere wish that The Institute choose someone who could perform the active duties of the office. The plea was successful, and the Convention elected Thomas Ustick Walter of Philadelphia, to remain in the presidency by traditional habit for eleven years.

The not too burdensome duties of Treasurer had been entrusted first to Messrs. John W. Ritch, Joseph C. Wells and Robert G. Hatfield in quick succession until Mr. Hatfield was persuaded to keep the job through an eighteen-year stretch — to be succeeded by his brother, Oliver P. Hatfield for another eleven years. The Hatfield family seems to have had a congenital disposition to become financiers, or easy-marks — or both.

It was in 1887 that The Institute began to feel the competition of a rival organization, centering about Chicago. The Western Association of Architects was then only three years old, but it was a lusty youngster. The dues were only two dollars a year; all members elected became Fellows; and — an interesting provision of the constitution — "candidates for membership as Fellows of the Society shall pay an initiation fee of five dollars, *excepting members of State Associations of The American Institute of Architects, who shall be admitted free.*" Perhaps an adaptation of the Trojan Horse.

Government of the Association was extremely simple — a board of five directors, a president, a secretary, a treasurer and as many vice-presidents as there were members of state associations. All directors and officers, excepting the vice-presidents, were elected by the annual meeting with everyone voting. New members, after Board approval, could be elected at any time by letter ballot. John Welborn Root was the first president, and to him, a Fellow also of The Institute, and to Daniel Burnham apparently came the idea that there should be one society, not two. It took two years of negotiation between committees, and the consolidation was scheduled for November, 1889 in Cincinnati. Each of the two bodies was to hold its annual convention, pass a resolution to merge with the other body, and adjourn. A joint convention under a temporary chairman would follow immediately, to adopt a new constitution and bylaws.

There had been, in the negotiations, an insistence on both sides that one was not swallowing up the other body, but rather that both should dissolve and then come together to form a new institution. Since The Institute was the older, and had some years of recognition behind it, it was agreed that the new body should preserve that name.

At the Western Association meeting, reports of committees were read and referred to the consolidated organization. A final resolution was unanimously adopted:

"Whereas, A vote of over two-thirds of the total membership of the Western Association of Architects has directed the consolidation of this Society with The American Institute of Architects. Therefore be it

"Resolved, That this Society hereby transfers all its property, documents and records to the consolidated association, and directs all committees to report to the consolidated association."

On motion the Western Association of Architects adjourned.

Immediately, President Richard M. Hunt called to order The American Institute of Architects, meeting in their 23rd Convention. After his annual address and the reading of the report by the Board of Trustees, a motion was made "that the members here assembled do constitute The American Institute of Architects and proceed to the consideration of the Constitution."

Then the blow fell. To this day it is not definitely known whether the legal point was discovered within hours, or whether Mr. Hunt was using a hitherto concealed weapon to preserve the continuation of the body he had helped to establish. Here is a transcript of the ensuing proceedings:

C. R. Cummings: "This is a meeting of The American Institute of Architects, is it not?"

The President: "Yes, sir."

C. R. Cummings: "It seems to me that the consideration of the Constitution and Bylaws which are to govern the consolidated body ought to be participated in by the members of the consolidated body, and not by the members of one branch of such body."

The President: "Precisely so. That question has been considered. The point is whether we will not go out of existence as The American Institute of Architects unless we proceed upon that line. Mr. Stone's proposition is to this effect: 'That the Western Society be merged into The American Institute of Architects without any stoppage of The Institute.' "

W. W. Clay: "I move that the members of the Western Society in good standing are hereby considered members of The American Institute of Architects."

The motion was carried.

Alfred Stone: "I move that all reports of chapters and special committees and resolutions be referred to a committee of four to report at this convention."

W. W. Carlin: "I would move a reconsideration of Mr. Clay's motion for the following reason: It was not understood, in formulating the constitution and bylaws for the merging of the two associations that either association should be absorbed into the other as a body, but that both associations should meet and form an organization of the members of both. It did not seem to meet the approbation of the members of the Western Society that they be bodily taken into The American Institute of Architects as The Institute now exists. I would, therefore, move a reconsideration of Mr. Clay's resolution."

After some discussion, Mr. Carlin's motion, voted upon only by members of The Institute, carried and was followed by a motion to adjourn.

The assembly was thereupon called to order with John W. Root nominating R. M. Hunt as temporary chairman. A long discussion followed as to the first steps to be taken by the unorganized body of men who wanted to proceed but were uncertain as to the method. Chairman Hunt reiterated his doubt of being able to hold the 1857 charter if The Institute were not considered the continuing body and the Western Association admitted to it. After a full morning of confusion, the meeting adjourned to meet at 8 P.M.

In the evening session Chairman Hunt announced that, in his own uncertainty as to the legal basis on which they proposed consolidation, he had called upon the Hon. Jacob D. Cox, former Secretary of the Interior and an eminent jurist. His opinion, put in writing and now read before the meeting, held that if a new corporation were now formed it would be under Ohio law, and the previously existing charters of both former organizations would be "defunct," as he put it. Mr. Hunt went on to say: "According to Mr. Cox's opinion, what we have done has neither head nor tail to it."

The joint meeting thereupon adjourned, *sine die,* and a meeting of The A.I.A. was called by its president, Mr. Hunt. After voting to rescind the actions taken in the morning session, The Institute, in convention assembled, voted to amend its Constitution by adopting the new one agreed upon by the joint negotiating committee. President Hunt brought up the one doubt remaining in his opinion of the procedure. The Western Association, in adjourning as a separate body early in the proceedings should have adjourned *sine die*, otherwise there would be a live and separate organization existing within The Institute. The fault was corrected by adjourning the meeting of The A.I.A., calling a meeting of the W.A.A. and voting to instruct their Secretary to record, before his minute of adjournment, that the Board of Directors had been instructed to surrender their charter, and *after* his minute of adjournment, add the words *"sine die."* Thereupon, being technically non-existent, the W.A.A. again gave place to a meeting of The A.I.A., which first took up the pleasant task of thanking its host chapter for its hospitality and then spent many more hours paying the dues, $10, and electing officers and twenty-four directors in staggered terms.

To attest the hardihood of the architects of that distant day, let it be recorded that, in addition to the discussion of the business transacted, the assembly listened (presumably) to a report of the Committee on Statutory Revision; then to a paper on "Evaporation of Water in Traps;" then to a scholarly discourse on "Domes and Towers." A hardy race, indeed.

One of the byproducts of the consolidation must have been the result of spirited discussion in the preliminary joint committee meetings, but was not mentioned in the Convention sessions: Henceforth all members of the enlarged Institute would be known either as Fellows or Honorary Members. The Western Association men had been known by the name of Fellows and they would not take any less exalted title. Accordingly, since the bargain called for the Western Association men to come in as a body of Fellows, The Institute agreed to elevate all its Associates to Fellows, so that all members should be of the same rank. It was not until 1898 that the Bylaws were revised to have new members admitted as Associates, and the term Fellow restored to its former significance as a mark of professional merit. And it took more years than that for Father Time's scythe to bring down the percentage of Fellows in the membership to the little more than four percent that is recorded at the end of The Institute's first century.

The Institute's membership of 465 in 1889 had reached that point only by the accession of the Western Association — The Institute's members having been only slightly more in number than the Association's! And, though the dues had been set at only $10, the expected increase in growth had not materialized. The new Constitution limited the vice-presidents to two, and substituted for the Board of eight Trustees plus a vice-president from each chapter, a Board of Directors of twenty-four with an Executive Committee of seven — four directors with the President, Secretary and Treasurer. By 1898, the Constitution had been amended to provide that "the Government of The Institute shall be by delegates from the chapters in convention assembled, its Officers and Board of Directors."

Throughout nearly fifty years Article 2, Section 1 of the Constitution — setting forth the objects sought by the organization — remained unchanged as originally written: "The objects of this Institute are, to unite in fellowship the architects of this continent, and to combine their efforts so as to promote the artistic, scientific and practical efficiency of the profession." Then at the turn of the century the original wording may have seemed to claim too much territory, for the version as amended was:

"The objects of this Institute are: To organize and unite in fellowship the Architects of the United States of America, and to combine their efforts so as to promote the artistic, scientific, and practical efficiency of the profession." By 1915 the semanticists had gotten in some licks: "The objects of this Institute shall be to organize and unite in fellowship the architects of the United States of America, to combine their efforts so as to promote the aesthetic, scientific and practical efficiency of the profession, and to make the profession of ever increasing service to society." Again in 1952 the spirit of change had its way and the original objects were interlarded with still more words to make the statement more specific: "The objects of The American Institute of Architects should be to organize and unite in fellowship the architects of the United States of America; to combine their efforts so as to promote the aesthetic, scientific and practical efficiency of the profession; to advance the science and art of planning and building by advancing the standards of architectural education, training and practice; to coordinate the building industry and the profession of architecture to insure the advancement of the living standards of our people through their improved environment; and to make the profession of ever-increasing service to society." One of these days it would be no surprise if, instead of adding more and more to a simple statement, the original language of 1857 should be restored.

At the time of the Columbian Exposition at Chicago, 1893, the Board of Directors was concerned over the fact that no new chapters had been formed in a year, and there had been no marked increase in membership. The directors were conscious of the cause, or a major factor in it—the unsatisfactory relationship of chapters to the parent body.

In 1897 the Convention in Detroit took an important step toward democratization—a resolution that henceforth The Institute was to be governed by delegates from the chapters. And again the membership, aside from the honorary classification, was to revert to the two classes adopted way back in 1867—Fellows and Associates. There were at that time 37 of the former, 8 of the latter.

By 1912 the feeling of unrest began to be voiced. There was too great a discrepancy between chapter membership and Institute membership. The former class now actually outnumbered the latter—1154 to 869. Chapters were way-stations in which indications of fitness brought election to The Institute itself. Thus it was evident that only those men should be restricted to a chapter's local membership who did not, at least at that time, have the necessary qualifications for ultimate membership in The Institute. One tentative solution offered by a committee was to have small chapters, as subdivisions of the single large chapters covering the whole territory, but the change seemed too much of a major operation.

The year 1915 was one of self-examination by The Institute. Were its Constitution and Bylaws in good condition? Did they agree with the Articles of Incorporation filed in New York State in 1857? The answer to both questions turned out to be No.

Amendments were offered—and accepted—to the Articles of Incorporation. The Institute was permitted to carry on its business and exercise its corporate powers outside the State of New York; it could establish branches or chapters and hold property in other states; it could provide in its Constitution and Bylaws for elections by its members or by members of its chapters; it could fix the time and place of its annual meetings outside the state of New York; it could have its trustees or directors delegate responsibility to an executive committee of their own members. All of these things The Institute had been doing for many years, but now the Law was making of The Institute an honest woman. In 1922 The Institute was still conscious of its rectitude, for it further requested the courts to permit it to increase the number of its directors from nine to fourteen.

At last, in 1916 The Institute wearied of the Chapter-at-large problem and ruled it out of existence. Henceforth its members were to be assigned to the chapters in whose territory they reside, all the territory in the United States and its possessions having been allotted to the existing chapters. Future addition of new chapters would be by splitting off territory for other groups from the holdings of present chapters—and with their consent. This process has continued and probably will go on for years to come. There is, however, an alternate method of growth: where a section of an existing large-territory chapter wants to have its own nearby meeting place, without cutting itself off from the good name and material possessions of a well established name, it can apply for the privilege of becoming a division of the parent chapter.

By 1917 the chapters were forbidden to elect any new members of their own, though any chapter retained the right to create a class of members to be known as "Associates of the Chapter," but it was restricted to those who agree to make application for admission to The Institute within three years. "Chapter Members," as of December 8, 1916, were to retain their standing. They could be admitted to The Institute as provided in the Bylaws, but no additions were to be made to this class, and it in time disappeared.

Geographical division of the country into regions was made in 1936, but before that came an action prompted by the Post-War Committee, by which certain chapters were assigned to individual Board members to act as mentor and guide in local problems. These assigned chapters naturally fell into regional groups, foretelling the geographical regions that have since become an integral part of The Institute's structure.

The years immediately after 1930 were not only years of the Depression; it was a time of decentralization, of getting down to least common denominators. Apparently the Government could not help with one's personal problems; perhaps the State could; or the township, or one's neighbors. It was also a time of organizing for defense—economical defense. The state association of architects quickly assumed an importance which has not lessened in the fat years following the lean. A state legislature has little respect for the opinions of organizations outside of its own state borders—

a body incorporated in New York State, for example—but it listens attentively to a body of its own voters.

State associations offered The Institute as logical a line of growth as the chapters had done. The idea as it crystallized in the Convention of 1932 was that each association should pay an admission fee of $25 for Institute State Association membership and annual dues of $25. For this the associations were to have little authority in Institute deliberations but would consult the parent body about joint action or policy in any specific matters. The associations were to pay dues but were to have their unit vote except on questions related to the property of The Institute or its chapters.

The Institute offered a choice: either a state association could form a loose affiliation with The Institute, or become a state association member as outlined above.

It wasn't enough. In 1935 a new bylaw was adopted, providing that there should be set up a state organization in any state in which such an organization did not already exist. It still wasn't enough. The next step was to create the office of State Association Director, a member of the Board to look after the particular interests of the state association members.

There was a period during which there seemed no realization of the differences between constitution and bylaws. Every time there arose a desire to change the hours of meeting the Constitution itself had to be changed. In time, of course—1942 to be exact—the Bylaws assumed their proper place as a group of rules, subservient to the Constitution, but subject to change at will. In these its more mature years, The Institute went still further, inaugurating Rules of the Board to list those guides to procedure which are subject to change without changes to fundamental bases of the organization. In 1935 the combining of Constitution and Bylaws had done away with contradictions still existing between the two documents and brought them into full accord with New York State law. But by 1942 the Board had set a committee to work, revising the Bylaws in a return to two documents instead of one—this time, instead of constitution and bylaws, there were to be Bylaws and Rules of the Board.

By 1940 the idea of state associations becoming Institute members was being considered the best way to achieve the long-desired unification of the profession. These groups were to have one delegate for their first twenty-five dues-paying members plus one delegate for each additional seventy—at least one of these delegates to be a member of The Institute. As to individual memberships, "every architect residing within the domain of The A.I.A. is eligible if he has proved his competency, if he has an honorable standing in the profession and his community, and if he is willing to uphold the Bylaws of The Institute and its Standards of Practice and conducts his practice accordingly." The dues could, by this amendment, be a maximum of $25; they were then set at $20; those of the state association members, not more than $10 nor less than $1 for each of the association's dues-paying members. There were to be ten regional districts, and the Board would be made up of the officer-directors, the regional directors and the state association director. Regional councils were to be formed, each to be made up of representatives from the respective chapters and state associations.

There were difficulties all along the line. The Committee on Unification of the Profession struggled with these difficulties as they arose. Boiled down to a simple formula, the plea for unification, as agreed upon in May, 1943, was: 1) To continue the present policy of encouraging state associations and their affiliation with The Institute through accredited delegates; 2) To continue efforts to bring into corporate membership all qualified architects of good character in the U.S.A.; 3) To look ahead to the ideal of unification, with The A.I.A. being the national organization of all qualified architects of good character formed in state organizations consisting of one or more chapters of A.I.A. corporate members.

Pennsylvania's form of development from this point on was to have all five Pennsylvania chapters give up their charters and form a single state chapter. This state chapter would issue its own charters, probably continuing the former groups as sub-divisions. The scheme was tried but found wanting. Pennsylvania returned to the original division with five chapters.

California's form of attaining unification was to take its existing State Association of California Architects and to revise its bylaws to provide for a coordination of the activities of all architectural organizations within the state. Called the California Council of Architects, it had "district chapters" which were to be autonomous each in its domain. The only thing necessary for an existing A.I.A. chapter to do to qualify for Council membership was to revise its bylaws so as to open its membership to all registered architects within its domain and to guarantee that each member should have an equal voice in state and local matters. It was found impossible to amend A.I.A. chapter bylaws to make registered architects automatically eligible for membership. To overcome this difficulty the chapters adopted the policy of letting all the registered men in, and if and when necessary, demanding the cancellation of a man's license if he fails to maintain the standards established by the law and the profession. Thus, under the California plan A.I.A. chapters retained their former charters and act through The Institute on the national level, but through the Council on state and local matters. The Council is made up of delegates, and exercises the functions of an A.I.A. state organization. Its dues have been kept high enough to support an executive secretary to watch and report on local and state legislative programs.

The year 1952 brought a number of fundamental changes of organization and procedure that required amendments to the Constitution and Bylaws. Authorization was needed to elect two vice-presidents rather than only one; the raising of the dues limit to $50, of which $10 was the supposedly temporary increase during three years for public relations activity; the recognition of the College of Fellows, with the prescribed duty "to consider and report to the Board of Directors, at such times and in such manner as the Board may determine, any question or matter referred to it by the Board, or upon any matter of general interest to the profession." In the same batch of amendments was the change of name applied to those foreign architects honored by election: formerly called Honorary Corresponding Members, now Honorary Fellows.

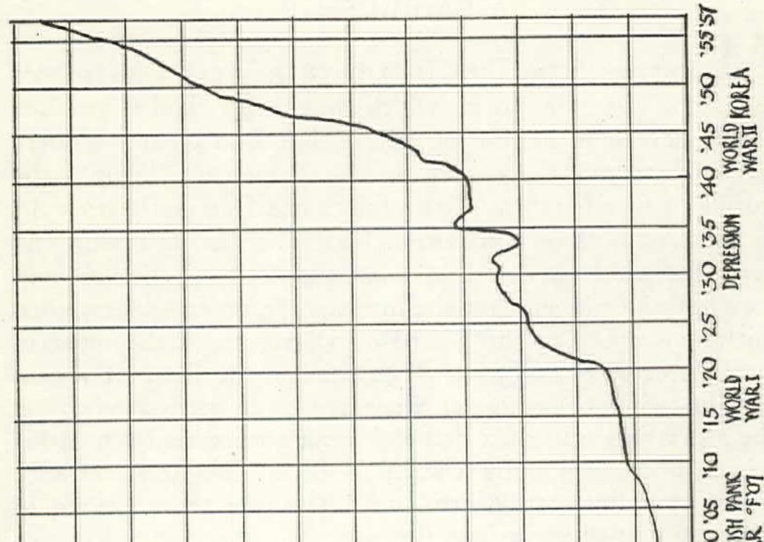
As in the case with taxes, dues once fixed are hardly likely to be reduced except on account of a real setback in the economy. In 1955 the Board proposed that the $50 dues, set for a temporary period of public relations activity, be continued. If a member's professional income should be less than $6,000 for the year, he could so certify through the executive body of his chapter, and pay only $25 dues. Those other members paying less than $50 should add $10 to their dues for each of the next three years.

III
MEMBERSHIP

Membership in The Institute has not always been as simple as the form which has been finally reached after development during these hundred years. There have been many degrees of participation, many categories of membership. The subject has frequently been debated for hours on convention floors — usually making no progress whatever until someone remembered the obvious way out and moved that the question be referred to a committee and then to the Board of Directors, with power to act. After one prolonged discussion on the floor of a convention, when the arguments seemed to be getting nowhere, the story was told of a dedication an author had put in his recent book: "To my charming little daughter, without whose boundless enthusiasm and constant interest this would have been finished in half the time."

In the beginning the line was drawn between practising architects and those who for any reason — teaching, writing, retirement, for instance — could not be called practitioners. In the first draft of the Institute's Constitution all architects practising in New York City were to be called "Regular Members;" those outside, "Visiting Members." That distinction did not survive the first meeting which discussed the document. The two classes provided by the amended Constitution were "Professional Members" and "Associates," only the former to have a vote. Honorary and Corresponding Members could be proposed and elected.

Candidates for membership had no easy road to travel. Each had to be proposed by two members of The Institute, their names posted in a conspicuous place in the "Rooms" (though there was only one small one at the time) of The Institute for thirty days, and finally, balloted upon by the



The growth of membership

membership, with three adverse votes keeping him out. After a short period during which candidates could be elected directly to the professional class, each candidate had to come in as an Associate. To move up to the upper class he had to be elected by the Board of Trustees after being proposed by one of the Board members. Incidentally, in being then privileged to pay double fees he had also to pay the additional $5 initiation fee. It is scarcely surprising therefore that The Institute at once acquired the reputation of an exclusive club, and that the accession of new members proceeded at snail's pace. The accompanying graph will give a clear picture of the slow growth until the unification movement, culminating in 1945, let down the higher bars.

Perhaps the air of exclusiveness developed more than the usual measure of pride in belonging. As early as 1881 it was proposed that members listed in the city directory should be distinguished in some way from *hoi polloi,* just as many chapters have succeeded in identifying their members in the present telephone directories.

In October, 1886 The Institute elected its first woman member — Mrs. Louisa Bethune of Buffalo, New York, a practising architect as was her husband. The R.I.B.A., in order to admit a Miss Charles to their membership in 1899, was obliged to amend their constitution.

Soon after the Institute membership grew beyond the New York City nucleus there appeared a demand for some identifying insignia. Buttons, watch-chain charms, pins and the like have come and gone. In the Proceedings of 1893 there is mention of the fact that the badge adopted by the Convention — "the seal of The Institute in enamel (blue) and gold" — had been designed by Richard Morris Hunt, third president of The Institute. The octagonal button, in maroon enamel on gold, was developed by a committee and adopted in 1947.

At a meeting of The Institute on October 4, 1864 Mr. Vaux proposed a subject for debate: "The propriety of introducing a new order of membership into The Institute that should include Painters, Carvers, Carpenters, Masons and others, whose pursuits are connected with the art of architecture." The suggestion was immediately followed by a motion to adjourn. The subject came up for debate, however, some months later, and Mr. Vaux suggested that the new class of members be called "Fellows, or any name of like import to distinguish them from Honorary Members . . ." Opposing the proposal, Mr. Hatfield thought that it would amount to a confession that the Institute members were in need of the information supposed to be imparted by the technicians and craftsmen.

Again and again the broadening of the membership was under discussion — but always with the determination that it should not be too broad. Louis Sullivan, as chairman of a Western Association of Architects committee had expressed himself on the question of professional requirements. Like many other western architects he had been also a member of The Institute. The Institute took over his statement as being both terse and lucid:

"The difficulties which arise in connection with this subject are manifold and perplexing. If the standard for admission to membership be fixed with sole regard to what is supposedly an ideal, the numerical growth of the Society would be seriously checked and its usefulness in many ways impaired; for it is evident that such a policy would preclude the admission of those of average capacity, and of the many bright ones who are contending against the difficulties which beset a beginner.

"On the other hand, if the standard be fixed so low as to make possible the admission of all, it is evident that the standard of the Society would degenerate, and, through the prevalence of a low tone, its influence for good would cease and its career be short-lived.

"It is assumed by your Committee that the policy of the Society in this regard should be broad and democratic; that it should not set up factitious barriers against those who ask for admission; that the Society wishes to count among its members every thoughtful, earnest, ambitious man in the profession; that it desires its strength and stability to be derived from the standing and capacity of the average man; that it welcomes the fervor of youth; that it cherishes the honorable record of old age; that, above all, it should not place its standard for admission higher than it is itself prepared to exemplify.

"It is assumed, as a paramount consideration, that the applicant's record, be it long or short, should prove honorable; second, that he evidence fair artistic, constructive, or executive skill; third, that his admission shall necessitate an expressed pledge upon his part to sustain by individual effort a sound standard of professional bearing."

President Irving K. Pond was not so sure of the wisdom of opening wide the doors. In 1911 he expressed his doubts to the Convention.

"The officers of The Institute are urged constantly to widen the bounds and to take in every practitioner in the country, upon the idea that there is strength in numbers. This is a most mistaken idea, for while numbers may add avoirdupois, it is moral stamina which counts in the initiation and inculcation of ideals. It is not the policy of The Institute to marry a man to reform him — the man must be formed and well formed when he presents himself. The Institute seeks the man of ideals and seeks to aid him in the advancement of his ideals."

On the other hand, Grant La Farge, in an elaborate presentation to the Convention of 1927, proposed that

The Institute develop a form of membership that would welcome the painter, the muralist, the sculptor, the landscape architect and the craftsman. He was convinced, on the basis of The Architectural League of New York's experience, that an organization would develop along broader lines with the closer brotherhood that a broader grouping of men of the fine arts would bring. H. Van Buren Magonigle stood squarely with him in this proposal, being discouraged in the New York Chapter's failure to bring together in its meetings a larger proportion of the membership. "We have," said he, "423 members, 25 of whom attend our monthly meetings. It is just as dead as that!" Magonigle, with La Farge, thought that by bringing into The Institute various members of the design part of the building industry, the organization would have a wider and more attractive appeal for the architect members. The idea is still debatable, for only last year, 1956, an Institute committee recommended enrolling in the national body all the chapter associates, students and junior associates and investigating the possibility of admitting to membership engineers and other professional men of the building industry.

To each of these proposals a solid core of Institute membership has remained convinced that the organization was founded for architects and that it still should function for architects, undiluted. It was brought out in 1897 that Institute members then formed less than twenty per cent of the country's practising architects. That percentage has since then been considerably enlarged. Recent estimates indicate that our membership, at the end of our first hundred years, constitutes more than a majority of the active architectural force of the United States.

From the very early days of The Institute there has been a class of membership to which a member could be elevated "if he has notably contributed to the advancement of the profession of architecture, in design or in the science of construction, or by literature or educational service, or by service to The Institute, or by public service." Such is the present wording of the Bylaws, but the Fellowship grade seems to have come into being by custom rather than by fiat.

Careful scrutiny of the old handwritten minutes of Institute meetings reveals the first mention of "Fellows" on February 5, 1867 as an apparently inadvertent use of the term as synonomous with "Professional Member." No further use of the word occurs in the minutes until October 22 of the same year when the notation is found: "H. H. Richardson advanced to Fellow."

In 1889 the amalgamation of the Western Association of Architects with The Institute took place, an account of which will be found in Chapter II. On the insistence of the Western group all of its members were taken in as Fellows, so that for a time the old distinction of Fellowship as an indication of honor was, to say the least, somewhat blurred. By the end of 1900 it was agreed to increase the roll of Fellows by a more democratic method than through personal selection by the Trustees. The Board of Directors was henceforth to nominate each year from among the Associates not more than twenty who should have contributed most to the advancement of the profession. The Board was only to nominate these men; to the Convention was reserved their election. At the time, The Institute was in a transitional stage and had more Fellows than Associates.

By 1922 almost the present scheme of selection came to be adopted — the President appointing a Jury of Fellows made up of six Fellows from a wide geographical representation, with six-year staggered terms, this Jury to receive nominations and make their own choice of men, these to be elected by the Board. In 1935 the sole authority both for selection and election was put in the Jury's hands, and it has remained there.

By the end of the century, under the Bylaws it was possible for a man to be a member of The Institute who was not a member of a chapter — a condition that proved to be unsatisfactory in many ways. In conventions a number of Associates elected to The Institute, not members of any chapter, had no representation until it was ruled that they were members of a "Chapter-at-large." There still was to be faced the fact that such a chapter, never meeting and having no officers, could designate no delegates. A temporary solution was found in 1905 in the agreement by which a delegate was permitted for each ten Fellows of the Chapter-at-large (then containing approximately 100 Fellows). This arrangement still did not solve the question; if fifteen of these Fellows-at-large appeared on the convention floor, who of that number should be accredited as the ten delegates?

Another end-of-century question for debate was whether anyone other than a practising architect could be admitted — there still lingered that established tradition of the gentlemen's club. To a plea that unusually well qualified draftsmen should also be admitted, the Convention of 1900 grudgingly resolved to let down the bars a little for "an architectural draftsman over thirty years of age who has been in the employ of a Fellow for five years or more, when recommended by such Fellow and two other Fellows, and who shall have fulfilled all other requirements of Associate Membership." Six years later the bars were inched down a bit more by omitting the provision that he shall have been in the employ of a Fellow for five years or more.

And in 1897 The Institute was urged, through its Committee on Education, to require of a candidate for admission the diploma of some recognized school of architecture, or that he pass an examination indicating his training.

The membership as a whole seemed more hospitable, for some of the chapters were thinking of encouraging junior societies, making the progression to chapter membership easier.

In January, 1907 there is record of an amendment to the Bylaws providing two classes of membership in the chapters: Institute membership of Fellows or Associates; and chapter membership composed only of those who were eligible, or might become eligible, to membership in The Institute. The chapters could also create honorary members and any special classes of their own.

Nevertheless, the rank and file were chafing over the rule that Associates were not eligible to serve as officers, though they could serve as directors, or chapter delegates. The next step in liberalization came in 1909 when the Convention voted that any fifteen members or Fellows, belonging to not less than two chapters, could nominate candidates for office by notification of the Secretary sixty days prior to the convention.

It was not until 1911 that the Convention got around to ruling that "no person shall be eligible to membership in The Institute unless he be at the time a member of a chapter, provided that a chapter exists in the territory in which he resides. Membership, according to a revised constitution, should have but two classes — active and honorary. The active class would be known as Members, and among the Members should be a body of Fellows.

To go back, for a moment, to 1881, the number of Fellows was then limited to 70, but in two years that limit was taken off. There was also abrogated the necessity for a candidate to submit evidence of his ability to The Institute

— leaving that responsibility to the chapters, through whom all new members had to come.

Along about 1920 organized labor looked at the growing field of draftsmen and office workers with some covetousness. Here seemed a promising field for unionization, and efforts were made in some localities to bring the draftsmen under the union banner. The Board logically urged that the interests of draftsmen and employing architects are not necessarily antagonistic; that the profession must continue to develop along professional rather than commercial or industrial lines; that architecture and the welfare of those engaged in its practice cannot be advanced by machine-shop methods; that the chapters should encourage societies of draftsmen who would regard their calling as a profession and not as a trade. The fact that the body of practitioners is recruited naturally from office interns lends force to the argument, and the growing tendency to include all registered architects, and those moving up to that category from student days on, in the Institute membership — all this contributes more and more effectively to keeping architectural practice as a whole unassailably professional.

The steady march of registration through the forty-eight states also contributed materially to the strength of architecture as a profession, the last state to have its own registration laws being Vermont in 1951. Yet the idea of registration was by no means welcomed with open arms by The Institute. Back in 1882 there was a real demand for establishing an examination by The Institute as to a candidate's qualifications, leading to a diploma entitling a man to practice; heretofore any man could hang out his shingle in the hope that he would eventually acquire competency by trial and error at the public's risk and the client's expense. Again, in 1897 the opinions of the chapters were sought as to the advisability of licensing architects by state legislation. By that time five states were considering the pertinent bills, and Illinois had on July 1 been the first state to put its law into effect. And yet, in 1903 there were wide differences of opinion in the membership. When the delegates from Iowa offered a motion urging the Board and the chapters to give the movement all support, there were strenuous objections from both Boston and New York Chapters. Not until 1919, when the wave of state registration laws practically engulfed them, did the Institute members get around to drawing up a model law which it was hoped the chapters might urge in the state legislatures. It was too late for that.

Possibly the objection to state licensing laws stemmed from the English practice, followed also in Canada, in which it is well recognized that the national body of architects is fully competent to judge the efficiency of its members; hence membership in the R.I.B.A. is practically a necessity for the practitioner in England. As a report of our own Education Committee (Ralph Adams Cram, Chairman) put it: "We do not condemn the state licensing system, we simply assert that it is an indifferent substitute for a more competent licensing power that at present has insufficient recognition — The Institute itself." The nearest this country came to such a course was the legal provision, said to have had effect in the first registration laws in three of the states, to license A.I.A. members without examination — New Jersey, Florida and Colorado.

The requirements of the laws for registration of architects, differ so widely that, although registration is now a necessary qualification for Institute membership, the policy has been adopted that an applicant for corporate membership must have had three years of architectural experience subsequent to graduation from architectural school or, in lieu thereof, eight years of architectural experience.

Memberships in the Institute, as provided in the Bylaws of the 1956 edition, are individual corporate memberships primarily. Every architect within the domain of The Institute is eligible if he qualifies under four "ifs": if he is a citizen of the U.S.A., if he has proved his competency, if he has an honorable standing in the profession and in his community, and if he is willing to uphold the Bylaws of The Institute and its standards of practice and conduct. Application for membership must come through a chapter and with its approval. If registered by a state, the applicant need offer no further evidence of his competency.

RICHARD UPJOHN, First President of The Institute

The portrait hangs above the fireplace
in the Board Room of the Administration Building

IV
ADMINISTRATION

THE INSTITUTE was constructed of a governing board, officers, members, chapters, regions, in slow but continuous change. That story has been roughly sketched in Chapter II. The question remains: How did the organization get things done?

For a long time—in spite of the worthy objects outlined in the Constitution—The Institute could have been mistaken for a self-improvement society; its main function seemed to be making better architects by having its members meet and try to transfer some of the collective experience and knowledge on themselves by rubbing against their fellows. So-called learned papers were read and actively discussed: "Iron and Fireproof Construction," "Building Soils," "Foundations," "Heavy Buildings," "Sewerage and Plumbing," "Technical Proportion," "Limes and Mortars," including "Suggestions Toward the Best and Speediest Methods for Harmonizing and Utilizing All the Architectural Societies in the United States," by D. H. Burnham.

The intellectual hunger of the mid-nineteenth century must have been widely and sharply felt. There were no schools, few available books, no means of adult education in the profession of architecture other than to meet another better equipped practitioner and hope that some of his equipment could be assimulated—acquired by a sort of osmosis. The addition in 1869 to the elected officers of a Secretary for Foreign Correspondence is significant—perhaps some of the architects' groups in older lands would share their knowledge and experience. Foremost among the architectural societies overseas in collaborating with The Institute and sending it all its publications was the Royal

Institute of British Architects, an older brother by only a few years.

From the very beginning until the rapid growth of staff, the principal tool employed by The Institute to do its work has been the committee of its own members. Generally speaking, the scheme has been wonderfully productive. Occasionally a committee accomplishes miracles, occasionally a committee is a dud, but it is the American system and, in the absence of unlimited means, it is the best we've got.

An indication of the singleness of purpose governing the founders is found in the committees named in that first year of 1857: "Committee on Papers," "Advisory Committee" (for consultation on business difficulties), and "Committee on Examinations" (under the N.Y. State law requiring survey and inspection of buildings by architects).

By 1867, in the rebirth of The Institute after the Civil War, to the list of the committees named above there were added a "Committee on Education" and a "Committee on Library and Publications." The last-named concerned itself with the care of the books acquired and with the printing and distribution to members of the technical papers.

Forty-five years later, in 1911, the list of standing committees had grown to cover: Practice, Finance, Contracts and Specifications, Allied Arts, Government Architecture, Education, Competitions, and there was a House Committee.

Since that time the list of committees has successively expanded, shrunk and expanded again. The outstanding characteristics, if one reads the personnel from year to year, is the eminence in the profession of those who gave of their time and judgment without much reward beyond a "Well done and thank you." As an example, chosen at random, here is the personnel of the Building Committee which in 1922 had charge of The Octagon and its repairs: Henry Bacon, D. H. Burnham, E. W. Donn, Jr., William

Mitchell Kendall, Robert D. Kohn, Charles A. Platt, Howard Van D. Shaw and Dan Everett Waid. Or, in 1925 the Committee on Allied Arts was made up of J. Monroe Hewlett, Chairman, Edwin H. Hewitt, Reginald D. Johnson, Charles Z. Klauder, George W. Kilham, Guy Lowell, and Ely Jacques Kahn.

Responsibility for the appointment of committees is the Board's and to the Board all committees report. Doubtless the Board has often agreed with the formula: "The most effective committee is made up of a chairman and two others, the two others being absent from all meetings." Doubtless also the Board has too often felt obliged to appoint a committee having wide geographical representation, with the full knowledge that a lack of funds will prevent a meeting and that consultation by mail is a weak substitute. Occasionally in the course of the moving sands of time and a changing Board, the latter has felt it necessary to abolish all existing committees and start over again. Since 1953 however, when Howard Eichenbaum brought to the problem an intensive study and developed the system of national, regional, and chapter connections, the whole correlated effort has been far more effective. Modifications are occasionally made in minor details, but, with a growing knowledge of the system on the part of the membership, it has given every indication of having come to stay.

But the work of a committee must be planned, held within proper bounds, reviewed and usually its findings and recommendations carried into execution. For a little over half of its first century the elected officers planned the work of The Institute and carried it into effect. It is true that they had to employ messengers, printers, restaurateurs, just as we do today, but the Secretary had a load of clerical work that became more burdensome with the years. The minutes of meetings contain frequent mention of dismay at the time, energy and clerical expense the Secretary has to spend on his job. The dismay is as far as the meeting goes; the Secretary still kept on spending his own time and money. This condition continued through fifty-one years. The wonder is that any organization could have stayed in business, with its own self-imposed income insufficient to pay its legitimate expenses.

The Convention of 1913 took the long-overdue step. It amended the Bylaws to provide for an Executive Secretary, appointed by the Board and responsible to the Board, excepting when the Board was not in session, when he was responsible to the Secretary. Charles Harris Whitaker was given the post, and the Executive Committee of the Board recorded its approval and satisfaction at the manner in which the duties of the new office had been conducted when, in 1914, Whitaker was relieved of that work to give all his time to the editorship of the *Journal*. Edward Crawford Kemper was appointed acting Executive Secretary, to take effect October 1, 1914. Not an architect, he had been trained as a secretary to one of the senators. For thirty-two years Kemper supplied the administrative force that The Institute had so long and so desperately needed. Now at last there was someone to put into effect the wishes of the Board, the answers to problems solved by committees, someone to handle the growing correspondence that tied chapters to the parent body. In convention days there would be someone to see that the Board meeting-room was the proper size and suitably equipped. There was someone to pack trunks of reference documents and have them available without delay at a convention meeting when a Board member called for a committee report of several years back, or when an important letter, if available then and there, could settle a matter of policy without further delay. The conventions of the first quarter of this century were smaller than those of these days. The display of building materials was not the elaborate feature it has grown to be. It was a one-ring circus, not the three-ring affair we have come to expect, but it could not have left indelible memories of profitable, enjoyable conventions in the minds of so many members if these conventions had not been run—and chiefly by Kemper—with extraordinary smoothness and skilled precision. Upholding Kemper's hands in these early days were Florence S. Gervais—still an executive pillar in headquarters; and Mrs. Louise H. Miller, who kept all The Institute's Treasury accounts until her retirement at the end of 1954; George T. Heckert served as his assistant in 1931, '32 and half of '33. Mrs. Mabel Day joined the staff in 1937, then as now the all-knowing secretary to the Executive Secretary, or as the office is now called, Executive Director.

Various suggestions of members of the Board and others led finally to the appointment in 1916 of an official Institute Historian—George Mason of Philadelphia. His "History of The Institute" is recorded in the *Journal* for September, 1913. Much later, Henry F. Withey of Southern California was appointed to the post, and for years he and Mrs. Withey labored in the compilation of "Biographical Dictionary of American Architects (Deceased)," published in 1956.

For the first time, in 1915, there was an organized effort to tie the chapters to their parent by the visits of officers. President Clipston Sturgis, with Secretary Burt L. Fenner and Treasurer John Lawrence Mauran went first to Buffalo, then to Detroit, to Chicago, to Milwaukee, to Minneapolis and then to the Pacific Coast by way of the Canadian Pacific Railroad. After visiting Seattle and Portland the party went on to San Francisco for a meeting of the Board's Executive Committee. This, it will be recalled, was the year of San Francisco's first Fair. Continuing their tour, the party of officers traveled on down the coast, stopping at Monterey, Santa Barbara, Los Angeles, San Diego, and back East by way of Kansas City and St. Louis. At every stop there was a big meeting with chapter officers and members, and the prime objective of the tour was abundantly achieved. When in 1923 the election brought about a complete regional distribution of directors, the visiting of chapters by their respective regional directors was made obligatory. The holding of Board meetings in widely scattered cities also helped to keep alive the enthusiasm of chapters. In 1930 the president and vice-president spent nearly a month visiting sixteen of the sixty-five chapters. And, in 1934 the president was authorized to make the long-loop tour to visit Kansas City, Nebraska, Colorado, Utah, Montana, Washington State, Oregon, Northern and Southern California, Santa Barbara, and San Diego. Unfortunately, the reduced income of the Depression years cancelled the trip. Even the Board meetings had to be cut down to one a year, and the directors were not able to visit their chapters. The 1933 Convention was not held.

Nevertheless, in spite of reduced income, The Institute was able to engage James T. Grady as publicist—the first indication of a growing realization that some form of public relations was needed.

In 1925 an additional tool of administration was formed under N. Max Dunning as Director of a Scientific Research Department, the findings of which were published monthly in the *Journal*. There was a paid staff, consisting of Leroy E. Kern and the necessary clerical service. The department's offices were established at 19 West 44th Street, New York. By 1937 what was left of this tool of administration was back in The Octagon under the man who came to stay, Theodore Irving Coe, The Institute's Technical Secretary.

By the next year, 1938, the financial picture had so improved that President Maginnis was enabled to visit the chapters at New Orleans, South Texas, Austin, Cleveland, Chicago, Detroit and Kansas City. From there he went to Toronto in acceptance of the Ontario Association of Architects' invitation to address their annual dinner meeting.

The year 1940 marked the quickening of The Institute's awareness that it should be devoting more attention to national legislation and also to a closer relationship with the departments of the Government which were becoming more and more active in building. The A.I.A. membership became so aroused that a fund was subscribed, supplementing the regular dues, to be used only in the support of a "Washington representative." President Shreve, just elected and faced with a low ebb in Institute affairs, buttonholed Edmund R. Purves, whose term as Regional Director of the Middle Atlantic District and chairman of the Committee on Architect and Government had just expired, and persuaded him to go to Washington. "Our relations with Government Departments are terrible! Go down and fix them." Such were the only words President Shreve used in combining sailing orders with job description. Beginning the assignment as a novitiate in this area of complex official relationships, the man who was later to become Executive Director recalls his bewilderment and his timid approaches to men who often turned out to be below even the bottom rungs in the ladder one climbs to administrative heights.

Back in the days of supermen like Burnham and McKim, The Institute's voice had commanded attention, but there had followed a long period in which The Institute was, to official Washington, just another trade group. The long climb back to the present close cooperation, when the telephone calls are as likely to originate in a Government Department administrator's office as in The Octagon, represents an achievement that is one of The Institute's greatest assets—and it was Edmund Randolph Purves who, almost single-handedly, brought it about.

The headquarters staff in 1940 consisted of Executive Secretary Kemper; his assistant, Paul White; Technical Secretary Coe; part-time Publicist James T. Grady; Mabel Day, Florence Gervais and Louise Miller. The roster carried also the name of Henry F. Withey of Los Angeles as Historian, a post of honor but without salary.

Efforts to tie the chapters more closely to the parent body had brought such encouraging results that in 1943 the Board appointed C. Julian Oberwarth to the new post of Membership Secretary. He had been Regional Director of the Great Lakes District and thus was widely known among the members. In his first year of service, Oberwarth visited 62 of the 72 chapters. Although the time he could spare from his private practice was but eighteen months, the impetus of his efforts, together with the unification movement and the broadening of The Institute's services, started the graph curve of membership in a climb which has not slackened as this history is being written.

War having assumed for him more importance than the service of Washington Representative, Mr. Purves had accepted, for his second war, a captain's commission in the armed forces and had resigned as of June 30, 1942. D. K. Este Fisher, Jr., left his Baltimore practice to fill the breach most competently until Major Purves came back in the early days of 1945 from his South Pacific war service to the former job of Washington Representative.

From this point on one can follow roughly the development of one administrative arm of The Institute by reading the names of headquarters personnel on the inside of the back cover of *Journal* or *Bulletin*.

Walter Andrews Taylor joined the staff in 1946 as Director of the Department of Education and Research. Coming from the faculty of Syracuse University, he brought also the experience gained in twenty-one years of practice. Having been a partner in the office of Hobart Upjohn, he was thoroughly indoctrinated with the Institute background.

The problem of administration was becoming more and more challenging. A committee under the chairmanship of Douglas William Orr developed a chart for a reorganization of Institute structure. The Board had asked that it be relieved of administrative detail so that it could spend its limited time on matters of basic policy. Mr. Kemper had served for thirty-two years and had requested retirement. The Board gave him the title of Executive Director and Assistant Treasurer; it also gave him a leave of absence, with Mr. Purves serving as Acting Executive Director and Assistant Treasurer. Meanwhile John J. White, Jr. had joined the staff in 1947 as Field Secretary. Mr. Kemper returned in April 1948 and at the end of that year entered into his permanent retirement, in which he would at last have time to spend the waking hours in fishing.

Thus, as of January 1, 1949 Mr. Purves assumed the steadily growing burden of Executive Director. The post of Administrative Secretary was created in October of that year, with J. Winfield Rankin its first, and present, incumbent. John White, in December of that year, was relieved of the duties of Field Secretary and made Assistant for Public and Professional Relations; a few months later, Acting Director of Public and Professional Relations, and in July, 1950 assumed the directorship, leaving a month later to resume private practice.

Frederic Arden Pawley joined the staff as Research Secretary in May, 1950 in the expansion of the Department of Education and Research. He soon assumed much of the editorial responsibility of the *Bulletin*. Mrs. Jacob Crane joined the staff to edit the *Memo,* but Mr. Crane's move to Chicago soon took her away and Mrs. Polly Shackleton started in September, 1950 her very able editorship of the *Memo.* George E. Pettengill further swelled that department's personnel in becoming Librarian-Researcher, a title soon changed to Librarian. William Demarest, Jr. had joined in June, 1950 as Secretary for Modular Measure. Mr. Purves had taken on in September, 1950 an assistant, Frederick Gutheim, who, though he resigned early in 1953 for free-lance activity, has more recently served The Institute in its Centennial Celebration by organizing the One Hundred Years of Architecture exhibition and preparing its catalogue and its future travels in this country and abroad.

One of the administration jobs that had been growing bigger with the membership was taken over in mid-1953 by Arthur B. Holmes as Convention Secretary. Mr. Holmes brought to his task an invaluable experience in conducting with notable success the annual conventions of the New Jersey Society of Architects. To his duties was soon added liaison with the Chapter Affairs Committee and his title became Director of Chapter and Convention Activities.

In mid-1954 Mrs. Alice Graeme Korff, as Curator of the Gallery, assumed the direction of exhibitions of architectural and allied arts to be held in the remodeled galleries of The Octagon.

Upon the retirement of Mrs. Miller, the direction of the Treasurer's office was taken over by Robert L. Eger, a certified public accountant.

With the leaving of Frederick Gutheim, the Executive Director was without an assistant, and the lack was not filled until February, 1954 when Harold D. Hauf took the job but relinquished it within the year to become head of the architectural school of Rensselaer Polytechnic Institute, which fact, parenthetically, recalls that The Institute's headquarters staff has been described as resembling a college faculty rather more closely than it does the executive staff of a "trade" organization. Edwin Bateman Morris, Jr., long associated in the spectacular work of hospital design research and codification led by the late Marshall Shaffer, joined The Institute's headquarters staff in January, 1955 with the title, first, of Acting Director of Public and Professional Relations, and later, Assistant to the Executive Director, in which office he is evidently the long-sought answer to a real need for sharing a heavy load. Some idea of the responsibility carried by the Executive Director may be gained by a study of the job description set forth in the Rules of the Board: "The Executive Director shall undertake all responsibilities and do and perform all duties and work as shall be set out by the Board in a written contract with him, and shall do and perform such detailed executive duties and managerial work for the administrative offices of The Institute as may be assigned to him by it. He shall be responsible for the diligent, efficient, prompt, tactful and collaborative performance of all said responsibilities, duties and work . . ." And that is not all. There follow several paragraphs which carry into detail the general outline above set down. If there be any question still remaining as to who is the administrator of Board policies for The Institute, that question has not been raised.

The two administrative arms of committee work and headquarters staff are linked together by liaison. Each Institute committee has assigned to it by the Executive Director a staff executive to help as acting secretary, arrange for meetings and expedite comunications between the members of the committee themselves, and official reports and directives between the committee and the Board. Through weekly staff meetings, a wider knowledge of what a committee is planning is a guard against duplication of effort or against misinterpretation of a committee's prescribed duties.

The continued growth of Institute services to its members requires continued additions to the staff. In June, 1955 Byron C. Bloomfield took the post of Secretary of Professional Development, coming from the faculty of the University of Colorado; William Demarest, Jr., while still advising The Institute on Modular Measure, transferred his main activities to the work of the National Association of Home Builders. In July, 1956 Theodore W. Dominick left his Washington practice and came to headquarters to conduct a pilot study of the Building Products Register scheme. Joseph Watterson left an architectural practice on Long Island on July 1, 1956 to become Director of Publications and Editor of the combined *Journal* and *Bulletin* in a larger format. Charles E. Knudsen joined the staff January 1, 1957 as an assistant to the overloaded Arthur Holmes. Betty Farwell came in July, 1956 to initiate for the membership a slide library service under Librarian George E. Pettengill.

Since the days of 1913, when the Bylaws were first amended to provide an Executive Secretary, to the end of The Institute's first century, the administrative force has grown, at first slowly, then more and more rapidly, in keeping up with The Institute's expanding functions, to a staff numbering about fifty persons—fifteen department heads, dedicated to their respective functions, with a loyal and efficient body of assistant, secretarial and clerical co-workers.

V
PROFESSIONAL METHODS AND FEES

One entry in an 1834 account book of Richard Upjohn, as quoted by his grandson the late Hobart Upjohn, FAIA, reads: "Work done for Mr. Parris on the new Court House, 81¼ days at $2 per day, $162.50; Engine House, 4¼ days, $8.50; Navy Yard, Charleston, 11 days, $22—a total of $193." By 1837 Mr. Upjohn seems to have had the courage to raise his fees, for his charge to Mr. R. H. Gardiner for designing his house was at the rate of $4 per day. For the drawings of the Boston Common fence, the lump sum of $32.50 was charged the City of Boston. Nathaniel Hawthorne tells of an architect who received the sum of $400 for his services in designing a large granite house costing over $90,000.

In 1844 Alexander Downing published his book "Cottage Residences," in which he defends his customary fee of two to five percent on the cost of the building. Mr. Upjohn himself, as early as 1851, set a fee of five percent on a $20,000 stone house.

The task of persuading The Institute to agree upon a proper schedule of fees for professional services was complicated by two main conditions: first, the public was more than dubious of the nature and value of these services; second, there was a feeling among the members themselves that any regulation of charges was interfering with a man's private affairs and curbing his rights as an individual. Nevertheless, Richard Morris Hunt offered a motion that The Institute draw up a tentative scale and send it to all the members for comment, after which a scale could be adopted acceptable to all. The motion was lost. Calvert Vaux won the consent of the little band to have The Institute *suggest* a scale of charges believed to be fair. A committee was appointed to work up the document, but apparently could not agree, and failed to report.

Curiously enough, while the members could not make up their minds as to a scale of fees, they did agree on the principle, accepted ever since: "Drawings are instruments of service and therefore belong to the architect at all times."

Lending convincing strength to this contention is an excerpt from testimony offered by Richard Upjohn in a court case. In the cross-examination Mr. Upjohn stated that he had quoted a charge of one percent for preliminary sketches of a library, though the client had said there was some doubt in his mind whether he could proceed with the erection of the building, the estimate of cost of which was $60,000. Mr. Upjohn explained to the client that the sketches were to be returned if not used.

"Return the sketches?" demanded the attorney.

"Yes, sir," Mr. Upjohn replied, "he to pay me $600 for them. You will understand—the idea."

"One percent for the idea?" the lawyer inquired in astonishment.

Mr. Upjohn's answer closed the attorney's arsenal of questions: "You as a lawyer, when you give your opinion, do not charge for pen, ink and paper, but for your opinion."

In 1860 another effort was made, through a new committee, to promulgate a scale of charges that would, this time, be binding upon Institute members. The Civil War intervened and The Institute almost ceased to exist.

What The Institute feared to do, the courts did, in a case in which Richard Morris Hunt, in the Superior Court of New York, sued for his full commission of five percent from Dr. Eleazer Parmly, a real-estate speculator, who had commissioned Hunt to build a studio and residence for Parmly's son-in-law, Mr. T. P. Rossiter. For the facts in this foundation case we are indebted to Hobart Upjohn's researches through the aid of the Arnold W. Brunner Scholarship. The manuscript is in the Library of The Institute. Mr. Rossiter, an artist, had met Hunt in Paris and consulted him with the aid of a rough sketch of his ideas for his New York house. Hunt's advice was to employ an architect, for which he might pay five percent on the cost of the building. Rossiter had Hunt make several sketches, to the satisfaction of Rossiter and Dr. Parmly. The working drawings and specifications were developed and delivered. Then Dr. Parmly, who in his building projects had employed another architect, Thomas Thomson, had the latter make a new set of drawings, based on the Hunt design but reducing the size and probable cost. Dr. Parmly also had in his employ a carpenter and builder who customarily carried out Dr. Parmly's building ventures, using his own ideas of cutting corners.

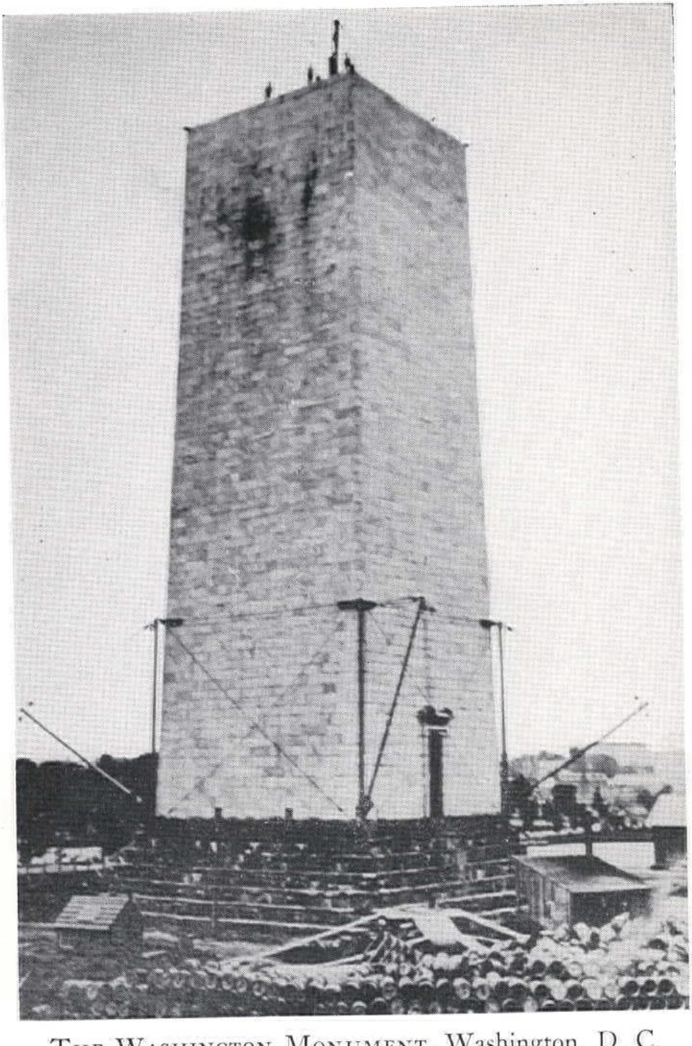
When the building was completed, Dr. Parmly paid Hunt only half his fee, contending that he had used only Hunt's general drawings, not his detail drawings, specifications, nor supervision.

At the trial, three points were at issue: 1) What was the customary fee of an architect for full services?; 2) Had Hunt's plans been followed?; and 3) Had Hunt given supervision? Counsel for Mr. Hunt had called as expert witnesses the most reputable architects of the city: Richard Upjohn, Henry Dudley, Detlef Lienau, Joseph Wrey Mould and Frederick Petersen. Their testimony cited that five percent on the building's cost had been the regular charge for at least ten or twelve years, this including working drawings and supervision. The counsel for the defense demanded proof and was given two cases by name. One of these went to arbitration and was decided in the architect's favor by Judge Ruggles; the other case went to trial in court and was won by Mr. Upjohn, the defendant being the Town of Taunton, Massachusetts.

As to whether Hunt's plans had been followed, Mr. Thomson as a witness unconsciously had helped Hunt win the case. He testified that Mr. Hunt had made a great many more drawings than were necessary and that some of the detail drawings had been discarded. Mr. Thomson also testified: "Yes, Mr. Hunt occasionally came to the building. I followed his directions only when I thought it necessary for Mr. Rossiter's and Dr. Parmly's benefit. I never countermanded his directions directly, but I did not do the work by his plan in a great many instances." Thomson said he refused to put in a large banister where the stairway led up from the first-story vestibule to the second-story hall, even though he had been asked to do so several times by both Mr. Hunt and Mr. Rossiter. "I said it was good enough; it was a dark place and you could hardly see, and what I put there was good enough to keep people from tumbling down stairs."

Hobart Upjohn records the Court's charge to the jury, and quotes from an account of the case published in *The Architects' and Mechanics' Journal*, issues of March 9-April 6, 1861.

Judge Hoffman's charge to the jury brought out that Dr. Parmly had been in the habit of making verbal contracts with his employees, and drew attention to the fact that "Mr. Hunt did render most important and most extensive services in and about the building. The enormous mass of plans spread before you shows you the great extent of the labor that the plaintiff performed . . . In case you find that there was an express contract between the parties to the extent claimed by the plaintiff; or in case you find that there was such a knowledge, recognition and acquiescence (on the part of the defendant) of the plaintiff's work as is tantamount to



THE WASHINGTON MONUMENT, Washington, D. C.

During the long interruption in construction, 1855-80 when The Institute protested against its appearance

Photograph from the collection of W. M. Kiplinger

an express contract; then, in either case, the rule of damages can hardly be less than five percent, which such an abundance of witnesses have proved to be the usual rate when there is no specified contract."

The jury rendered a verdict awarding Mr. Hunt the balance claimed, two and one-half percent on $40,000, with interest for four years.

The punishment of the Civil War—and there was vast punishment in the North for men in their efforts to continue peaceful pursuits—had scarcely begun to ease when the meetings of the reborn Institute started to hum with plans of the resuscitated profession. A series of schedules followed in quick succession—'66, '69, '71—each successive schedule a trifle more specific and phrased with more confidence. Even then there was timidity and a wide range of opinion. In one long session with no meeting of minds, Mr. George B. Post finally moved that no change be made "until we have more wisdom and are better lexicographers."

On the one hand there was fear that the published schedule might drive away potential clients. On the other hand there was the reluctance to be bound. Robert S. Peabody of Boston, soon to be The Institute's eighth president, said:

"I am for the schedule of charges, and I am for a high commission, but I am entirely unwilling that I shall be told I have got to. My office looks out upon the spot where the first blood was shed in the War of the Revolution for liberty. We have flourished under this schedule, but as for a trade union, I have not got so low, and I do not believe in it."

Another early court case, again with Richard Morris Hunt as plaintiff, laid an enduring foundation for the architect's contention that one and one-half percent was a reasonable charge for superintendence. The terms "supervision" and "superintendence" were traded back and forth in various versions of the agreed schedule, Mr. Post's "lexicographers" having been unable as yet to make a final choice of words.

Mr. Choate, by a brilliant and witty analogy based on "The House that Jack Built," persuaded the jury to award Hunt the full amount claimed. Also, henceforth, The Institute settled on "supervision" and defined the term as distinguished from the superintendence given by a clerk of the works.

By 1884 a significant change appeared at the head of the printed schedule. The opening phrase had been: "For full professional services, including supervision, five percent upon the cost of the work; partial service as follows:"

Now the opening lines were made to read: "For full professional services, five percent on the cost of the work. In case of the abandonment of the work, the charge for partial service is as follows: . . ." In 1889, after the consolidation of the Western Association of Architects with The Institute, the 1884 schedule was reaffirmed.

Again and again it was emphasized that any schedule of charges was *not* a schedule of charges established by The Institute, but rather a statement setting forth The Institute's opinion that these fees were, at the time, the proper and accepted charges of the profession as a whole. When a chapter—in the Mid-west, for example, issued its own schedule, the fees would be controlled by the going rate in that section of the country. This attitude, long established when trusts and trust-busting became, much later, the order of the day, stood The Institute in good stead.

That the strengthening brotherhood thought not only of its own welfare is shown by its concern over the fact that Thomas U. Walter had died with the Government owing him $25,000 for his work on the Capitol. The Institute bowed to the ruling of a Senate committee in reducing this amount to $14,000, but urged Congress to pass a bill assuring, ten years after Walter's death, at least this back pay for his heirs. The Government seemed a grasping client in those days, for The Institute in 1907 pleaded with Congress to pay Smithmeyer & Pelz the money found due them by the Court of Claims for professional services in designing the Library of Congress twenty-one years before.

Along about the turn of the century the question of consulting services added a new twist to the fee problem. In the past the erection of a building could safely be left to a competent carpenter's foreman or to a master mason. But the increasing complexity of modern buildings called for the employment of technical experts. Should these be paid out of the architect's fee, or should he charge in addition for these consulting services?

Walter Cope of Philadelphia had a simple answer: "In my own practice I have simply drawn the line between statics and dynamics. Two kinds of civil engineering seem to me to come within an architect's duty: On general principles, it is his duty to make his building stand up and to construct it scientifically; in the matter of electrical work and of heating, I have always insisted that, just as the family physician tells his patient that an operation is necessary and that a surgeon must be engaged, it is a proper thing for me to have the advice of an expert."

In the Convention of January, 1907, the Board of Directors was directed, in view of these changes in the service rendered by the architect, to study the question and report at the next convention. Advices from the chapters showed rather more optimism that a firm schedule could be put over by the national body than that the chapters should speak for themselves. Nearly all of the latter thought it impossible to get rates above five percent, except on residential work, yet their suggestions for The Institute's schedule varied from six to seven and a half percent, flat, or a sliding scale beginning with ten percent on the first $10,000. The 1908 decision was in favor of a schedule with a minimum five percent, but in 1909, after a pep talk by Cass Gilbert, it was raised to six percent. Preliminary studies would carry a fee in accordance with the character and magnitude of the work; preliminary studies and general working drawings, exclusive of details, three-fifths of the basic fee.

By the end of 1912 the talk was of a proper contract between architect and his client—the beginning of the whole series of contract forms which forms the backbone of The Institute's standard documents.

Fee agreements for war work, of course, brought special formulae of their own. In 1918, for instance, it was suggested that for work costing more than $500,000 the fee should be $7,500 plus one-half of one percent of the cost of the work; for work costing less than $500,000, $500 plus one and nine-tenths percent of the cost of the work.

Unlike the English practice, the procedure of having a quantity surveyor draw up a bill of materials, on the basis of which all general contractors bid, in this country neither architect nor contractor has shown enough belief in its advantages to bring it about. In 1915 and the years immediately following, the system seems to have had more appeal than in the years before or after, for in 1921 a document recommending the quantity survey system to every owner was sponsored by The Institute, the Engineering Council and the Associated General Contractors of America. With all this heavy sponsorship, it seems surprising that the recommendation made such a little ripple in being sunk without trace.

This period in Institute history seems to have been ripe for a change, but the fruits died on the vine. Mr. Clipston Sturgis, fifteenth president, of Boston, had an extremely strong power of persuasion. It had been his practice to charge a fixed sum for his services, plus the cost of drafting and other services of the office. The fixed sum, of course, varied with the size of the architectural problem and the length of time it probably would engage the architect's attention. A circular of information was finally approved and issued—three years after Mr. Sturgis' second term ended. The main objection to it, in the minds of the membership, was that it might open wide the doors to fee cutting, and nullify the advantage of a published scale to guide the membership. Nevertheless, another champion of the idea appeared in the person of Thomas R. Kimball of Omaha, our seventeenth president.

"I feel sure," said President Kimball in his opening address to the Convention, "that the architects will never enjoy that position of trust in the community to which their qualifications should entitle them, nor will they achieve that degree of usefulness which the public has the right to expect of them until The American Institute of Architects has set the example of changing this, to me, indefensible system to one which by its nature will remove the cause of suspicion."

The six percent minimum schedule, however, was too firmly established by custom and court decisions to give way, and the fee-plus-costs basis remains an alternate available for individual choice.

Another variation in professional procedure appeared in the 'twenties. Some fifty architects of Buffalo formed an organization for designing eighteen school buildings for the City. The group incorporated as a stock company, but each stockholder had only one vote regardless of the number of shares he held. Similar groups appeared in Los Angeles, then in Washington, D.C. The motivating idea seems to have been: "As an individual practitioner I have little chance of getting any of this public work. An association of the local men, however, could hardly be denied the work by the municipal authorities."

In general a group established its own office, and decided in meeting which members should do what, at the going per-hour rate of compensation. Earnings or losses would be distributed on a membership basis.

The scheme worked. Out of the first profits of the Associated Architects of Los Angeles came a gift of $6,736 to furnish the drawing-room of The Octagon. From the Allied Architects of Washington came a sum to be used in cataloguing The Institute's libraries, then in storage. The officers and the Board were puzzled; the idea seemed well within the law. Association for a specific job between two or more architects was a practice never questioned. If two architects could do it, why not five, or fifty?

Nevertheless, at first the Board outlawed the practice. Then a convention thought that attitude too severe, and resolved that every such association should communicate with The Institute's Committee on Practice, state fully its aims, intentions, methods, so that each case could be judged on its merits; perhaps the aim might be to assure the community's having the best possible civic center at no profit to the architect. You cannot count that as unethical, any more than you can rule against a man giving his services without cost to his church.

However, it became clearer to many that the practice of architecture was a personal service, and soon the laws of some states provided that this service could not wholly be performed by a corporation; registration was granted in the name of an individual, and the responsibility for guarding the safety and health of the persons who used the buildings he designed, and of which he supervised the erection, remained his individual responsibility. A corporation might carry on the practice of an office, but the drawings, as filed with a municipal building department, must be signed by a registered individual. It was a two-edged sword, for, though it localized responsibility of the competent, it also protected his profession against the competition of the incompetent.

It seems unlikely that all the differences of opinion between the Supervising Architect's Office and The Institute will ever be eliminated. A basic contention of the former is that there are certain elements of special needs, of experience-taught principles, of Government specification writing, that an outside architect cannot know and cannot quickly be taught. The Institute's contention, on the other hand, is that our public buildings deserve the best architectural skill this country can summon, and the chances are against its often being found in a bureau.

Two carefully considered attempts to bridge these differences deserve mention. One, about 1926, was the allocation of the design of some three hundred needed buildings to architects in or near the cities in which these buildings were to be built. In each case the selected architect came to Washington to learn all he could about his building's special needs. The results were, of course, of widely differing merit: some were good; many were produced by a slow and expensive hand-holding of an incompetent architect, and would have been better if handled by the Government's bureau alone; the rest were run-of-the-mill.

During the years 1934-37 another form of collaboration was tried, this time resulting in some notably successful buildings. A number of architects in private practice, chosen for their skill in design, were induced to leave their practices—at that time not very active—and come to Washington as part of the Supervising Architect's organization. There were about twenty of these men, working on a salary basis with the know-how of an established organization backing them. It was an effective bridge of the gap between Government department and private practice, but eventually the latter's freedom and the renewed activity in building enticed the practitioners back to their own drawing-tables.

Although the Depression of 1931 - 35, with its dearth of building, drove into other pursuits many draftsmen and even principals—involuntary victims of the harsh law of supply and demand—the enduring core of the profession lost no time in setting its house in order, and in 1933 a revised schedule was put forward, starting with a low of six percent for warehouses and rising through eight percent for hotels, hospitals, theaters, schools and the more complex work, reaching ten percent in residential work including single-family dwellings and duplex houses. Then, in 1934 there was issued the Code of Fair Competition in the N.R.A. Blue Eagle Era, short-lived as that necessary experiment in regimentation was, and there followed the slow and painful climb back to a normal development of the building industry.

With the trend towards more and more subdivided specialization in American industry, The Institute resolutely refused to comply. Architects, it must be admitted, specialized in their work, either by choice or by force of an acquired reputation, but they refused to admit it. One of the incidents which brought on an official disclaimer was the well intentioned effort of the American Hospital Association to publish a list of architects specializing in hospital design. The Board of Directors had agreed that the Association had a perfect right to name architects who in their opinion were particularly experienced in this field. The Convention at Miami Beach thought otherwise, and said so most emphatically. The final ruling established the policy that The Institute shall not recognize, nor approve, nor be a party to the promoting of any restrictive list or lists of architects. Every architect is basically trained to take the program of *any* required building project—the conditions of need, location, function, available funds and all other pertinent factors—and solve it architecturally. That is our story and apparently we are going to stick to it.

One more milestone in The Institute's history of professional methods is the record of its efforts to find a way of serving the man who wants to build for himself a house of moderate cost. This cost bracket in 1920 was $6,000 and less; today, in 1957, it might be set at $12,000 or less.

In 1920 it became clear that the architectural profession was not serving a large area of residential building, largely because the prevailing fee for the small house inevitably left the average architect with a loss instead of a profit. There were a few practitioners who had found ways of systematizing the necessary conferences with clients, office procedure and supervision of construction, provided the jobs were plentiful and not too widely scattered, to eke out a living. But the bulk of the architects avoided this branch of practice as assiduously as they dodged the insurance salesman. So here was the anomaly of the expert in designing and building keeping carefully away from perhaps eighty percent of the building industry's activities. If the architects could not or would not shoulder this large part of the work society expected of them, someone else would. Enter the merchant builder.

Edwin H. Brown, of Minneapolis, organized a method of serving this neglected field through the Small House Service Bureau. The details of the scheme will be recalled: the publication of a book of designs for which prints of working drawings and specifications were available at a cost of about $25. The supervision could be arranged on a cost-per-hour basis. The designs were made by the group of incorporators, details and specifications prepared by other architects or draftsmen skilled in these branches of the work. The plan was no mere local enterprise. A certificate of incorporation was devised to permit the setting up of additional units over a widely spread territory, ultimately to cover the forty-eight states. By close collaboration between the units, a design purchased by the owner in one section could be built under the supervision of the same or another section.

There were difficulties to be overcome, of course. For example, the Board of Examiners in one state might question a procedure by which there was built locally a house designed by an architect not registered in the state. But on the whole the idea got off to a good start. Two or three successive conventions of The Institute gave it their blessing, and soon there were units organized in a number of states. A minority of the membership, spearheaded by the New Jersey Chapter, argued against the scheme, maintaining that many members of the Chapter and of others were practising in this low-cost field, giving full personal service, and this plan-book competition was unfair. The conventions continued nevertheless to sanction the Small House Service Bureau up through the 'twenties and into the 'thirties. Not until 1934, after a questionnaire had been sent to every chapter, was The Institute ready officially to withdraw its endorsement. Coupled with its ban, however, was a resolution authorizing a vigorous exploration of other methods of solving this formidable problem. With the onward march of the merchant builder and community developer, The Institute has encouraged the architects' working with the merchant builder in the design of whole communities instead of individual houses for individual owners, for statistics indicate that the mass of low-cost dwellings are sold ready-made, only a very small number being tailor-made for the rugged individualist.

In 1940 a joint effort to encourage the construction of well designed, well built and well equipped houses in the $5,000 bracket, was launched by The Institute, the Producers' Council and the Federal Home Loan Bank Board. The new plan called for a scheme that must not sell any design unless the architect or group of architects providing it is engaged to prepare the working drawings and specifications. Also, the architect had to supervise the construction or arrange for a qualified inspector not in the employ of either the contractor or loaning institution.

Like many other noble experiments, little has been heard of its fruits. With the building industry in the throes of a long-continued boom, it is not surprising that the architect serves the first-comers, and the individual who wants his modest house designed to fit his family's special needs is obliged to go whistling down the street. He may be lucky enough to find one of the architectural clinic groups, where service is obtainable almost on a cash-and-carry basis, but the small-house problem remains one of the greatest facing the profession, and it is unlikely to be solved in boom times.

VI
HEADQUARTERS

ALTHOUGH THE FIRST HOME of The Institute was dignified in formal resolutions as "Rooms"—"the Rooms of The Institute"—the room was singular in number, and also must have been singular in appearance as judged by what are considered proper offices today. It did have a carpet, for the stove probably was not up to bringing comfort to a room with bare floors. Table and chairs were a necessity, and bookshelves, for no sooner was a constitution drawn up and a meeting place provided than voices of the little group began to clamor for a library. It must be borne in mind that the architect of that day considered his few architectural books the essential tools of his trade. His skill, if not so measured by the public, was surely rated among his few contemporaries by the size of his library. That badge of competency, however, was not flaunted before the eyes of other architects. It was kept locked, safe from pilfering by envious eyes.

In 1858 The Institute's headquarters consisted of a single room, sparsely furnished, in the University Building in downtown New York. It was scarcely six months later when more spacious quarters—two rooms—were considered better suited to the growing prestige of the society, and still within its means. There must have been something wrong with the picture, though, for the minutes tell of Mr. Upjohn's promise to speak with Mr. Peter Cooper about a room in his newly erected building. Whether he did or not, we shall probably never know; the assumption is that, in the face of a dwindling treasury, there was no money available for rent or proper furnishing and Mr. Upjohn postponed the approach.

The sad tale of how even this modest headquarters had to be given up in the years of Civil War which soon followed is told in Chapter I. The picture of those few books and papers being packed in a fifty-cent chest and stored in Mr. Withers' house must have seemed the bitter end of a too ambitious professional dream.

The vision, however, was not to be denied. By the year 1883 the members were thinking far beyond Rooms; they wanted a Building. The passing of another decade developed the idea still further: then it was not only a building that was wanted, it was a building 'way down in Washington, D. C. The conclusion was reached, not in a single jump but in stages. In one of these the plan was to ask Congress to establish in Washington a National Architectural Museum and have The Institute as its custodian. Another hope was that the National Museum might be persuaded to welcome The Institute as a permanent guest, providing it with adequate quarters for the sake of its company. A final decision was perhaps hastened by the report in 1897 by Frank Miles Day, the chairman of the Committee on Publication and Library, to the effect that the books and archives were widely scattered and could not be brought together until a national headquarters should be established.

The decision to lease The Octagon, a course first suggested by Glenn Brown and again by the Washington Chapter, was made by the Convention on February 11, 1898. A committee was appointed to secure a lease on the property at a rental not to exceed $360 a year. Frank Miles Day, Treasurer Robert Stead and Wilson Eyre, Jr. made up the committee, which was authorized in the same resolution to issue debenture bonds to an amount not exceeding $5,000.

Glenn Brown and his Washington Chapter fellows knew of The Octagon's historic past and its potentialities as an architectural landmark. It and the White House are sisters, both dating from the early days of government in the capital.

The White House was started first, but The Octagon was the first completed. Its owner was a friend of General Washington—Colonel John Tayloe of the three-thousand-acre plantation, Mount Airy, on the Rappahannock River in Virginia. Dr. William Thornton, the versatile dilletante in astronomy, painting, finance, language and architecture, designed The Octagon as the colonel's town house. Building was begun in 1798 and completed in 1800. But the War of 1812 swept over the Capital, leaving the White House a fire-gutted ruin, and sparing The Octagon because of the French flag over its doorway—the French minister being at the time an opportune house guest of the Tayloes. President and Dolly Madison, burned out of the Executive Mansion, gladly accepted Colonel Tayloe's offer and took over The Octagon. Here, in the upper circular room serving as President Madison's study, was ratified on February 17, 1815 the Treaty of Ghent, signed on a circular table which, after perilous adventures elsewhere, is safely back in The Octagon's Treaty Room. After the Tayloe family, depleted by death, had leased the mansion for many years and to a wide variety of tenants, it fell into neglect and finally was sheltering only a caretaker.

The leasing of The Octagon was an ambitious step for the society to take; the Board of Directors in recommending it, said, "The step is taken with no little anxiety"—the doubts being largely in the financial problem. And, to jump ahead of our story, in the light of future developments, the anxiety had been fully justified; it was not until 1907 that Cass Gilbert, then just elected president, was enabled to announce that the debt on The Octagon, excepting a $3,000 mortgage, had been wiped out. The mortgage was paid in 1915. It had been a struggle so memorable that the Convention ruled that future Boards should keep the property free from debt—a directive obviously without authority, but it was effective.

The original agreement with the Tayloe heirs had been a lease, with an option to buy. Any improvements made by The Institute—and these were sure to cost money—were to be regarded as credits should the property be sold to others or should The Institute exercise its option to buy. These initial improvements probably exhausted the $5,000 that had been appropriated for the purpose.

Messrs. McKim, Burnham, Post and the firm of Carrère & Hastings had subscribed $1,000 each, following McKim's underwriting of the $10,000 down payment required when The Institute decided, after three years, to own rather than lease the property.

It was in December, 1902, when the headquarters had been in use for two years, that Cass Gilbert announced to the Convention:

"We shall pay $30,000 for The Octagon, and we have $11,000 now. You are going to furnish the other $19,000 from your chapters and from your individual pocketbooks—and you are going to be glad to do it!"

First, however, The Octagon was to pass through a long period during which the need for repairs and partial measures of restoration were constantly arrayed against inadequate funds. When the property was acquired, a brave effort was made to make the long-neglected mansion habitable and its walled garden presentable. Glenn Brown as Secretary and Treasurer—and unofficially as general manager—was settled in the second-floor circular room, now called the Treaty Room. The Washington Chapter and the Washington Architectural Club each fitted up a room on the same floor as club rooms. On the third floor there were rooms rented by artists for studio use. Walls, woodwork and floors had been cleaned, painted where necessary, a furnace and one toilet room had been installed, and the garden had been planted with boxwood, firs and old-fashioned flowers under Mrs. Brown's direction.

Time and the weather, familiar and experienced foes of the century-old mansion, never slackened their relentless attack. The coping fell off the garden wall; the sandy mortar sifted out of the house walls; floors creaked and sagged beneath unaccustomed loads; the roof leaked; window sash, too long unprotected by paint, deteriorated; wood lintels over basement doors and windows began to show the infirmities of age. Rental receipts from the tenants helped pay operating costs but did not help in repairs. By 1912 the stable was in such disrepair that the District authorities condemned both it and the garden walls. A saddened Convention voted to pull down the stable and straighten the garden walls. Five years later the stable was still standing. Friends of The Institute could not see the stable demolished, so they had paid for having it patched up. The Convention of 1918 voted its thanks and appreciation to Messrs. Mauran, Fenner, John Russell Pope and Glenn Brown. So the stable of 1800 lived on and through its resurrection by Architect William Dewey Foster as the Library in 1954.

Perhaps disturbed by a growing realization of its duties as possessor of a noted historic monument, The Institute in 1914 authorized Glenn Brown to make a detailed survey of the building. Brown enlisted the drafting skill of his son, Bedford Brown, and produced a sumptuous monograph which is so meticulously detailed as to insure accuracy of reproduction in the event of even a disastrous fire. The Institute, in making an appropriation of $2,500 for the survey and major repairs, seems to have been unduly optimistic, for the production of the monograph alone cost more than $3,000. The edition of 1,000 copies is not yet exhausted. From subscriptions or by some form of endowment it was hoped that the $2,500 borrowed from the Reserve Fund could promptly be repaid, and, though not promptly, it was eventually repaid.

The furnishing of the major first-floor rooms had been—and still is—a problem. Frank Millet had loaned furniture for the drawing-room from his own collection, but after his death with the *Titanic* it had to be relinquished. The gap was filled, after a time, by gifts from the Philadelphia Chapter and from the Allied Architects of Los Angeles. The dining-room had come to be used as office space for the American Association of Art.

On several previous occasions, and particularly in 1916, the Board pointed with shame to the condition of The Octagon and to the disgrace of The Institute's failure to keep this national treasure in good order. It was suggested that what perhaps should be done was to vacate The Octagon and build fireproof office space for Institute use on the adjoining lots, and either restore the old mansion and its dependencies to their original condition of importance, or let some other protector have the property to do with it what the organized architects either could not or would not do. To this taunt the Convention was aroused only enough to provide $2,000 for the installation in the non-public rooms of a sprinkler system. The old mansion's quiet appeal had not been productive of any spectacular gifts, but that appeal was always felt by the respecters of our heritage. William Stanley Parker felt a form of this awe and expressed it as Secretary, presiding over an evening session of the 1918 Convention:

"I am always very humble when I am at The Octagon. There is so much knowledge there of conditions in The Institute that I am not personally familiar with that I always go and do what I'm told, my motto being, 'Sic Kemper tyrannis!' " Perhaps that pun is responsible for Stanley Parker's being re-elected Secretary only seven times.

Heretofore The Octagon had been held by trustees appointed by The Institute. On the advice of able attorneys, the legal tangle was finally unraveled by having The Institute Convention direct the trustees—who had meekly submitted for years to the burden of a thankless job—to convey the property to The Institute. The law is truly a wondrous thing!

With our active participation in World War I, the year 1919 brought a threat to the headquarters—the possibility that the building would be taken over by the Government as an emergency office building for temporary use. That word "temporary" having since acquired a meaning of its own in Washington, we can be most thankful that the Government found other quarters available. Perhaps the authorities of 1919 discovered a fact which eluded The Institute for many years: The Octagon doesn't make a good office building. The Government, however, was offered and accepted the free use of the drawing-room, first for the Navy and then for the War Department.

By 1922 the long struggle was on in The Institute to build an addition to the existing Octagon property. The main needs discussed in successive conventions were an exhibition hall, an assembly hall wherein conventions could be held, headquarters offices, a library—although the need was apparently not quite so great as it had been rated nearly a half century before when books were tools of the profession, whereas now they have become little more than decorative marks of affluence. The problem facing The Institute, acting as its own architect, was in no way more complex than an average client brings to a practitioner: "Given a plot of land of this size, with certain buildings thereon, what are your needs and what available means do you have to satisfy these needs?"

The Institute could not agree on an answer to either question. For eighteen years the architects debated the two simple questions, or rather, the individual variations that such questions conjured up in the minds of some three thousand architects turned client. Eminent architects submitted sketches — free sketches — advocating solutions indicating an obvious failure to agree on the answers to the two basic questions.

Perhaps the incident—if the eighteen-year length permits the use of the word—is not surprising. Perhaps a bar association would also take that long to decide on the wording of a brief, or a medical society as to the precise diagnosis of a case, provided the patient should live that long.

But there is more to our story. It was finally solved by the appointment of three men as collaborative architects to do the job. One of these three gave four-fifths of the funds required; the other two being added to the team presumably as safeguards against the benefactor's spending his own money in his own way. The building was built, but in the process the benefactor architect died. Then the second of the three died. The third man miraculously lived through the experience, and still lives.

Perhaps, if the reader is still with us, he may ask of his memory what the procedure was when The Institute, as recently as 1956, had to expand its office space. And he may recall that a building committee of the Board showed the Convention of 1956 merely a blank rectangle giving the over-all dimensions and the location on the site, saying in effect: "Authorize us to spend $150,000 of your money for a building of which you are to see and hear no details. We have commissioned an architect. Just sign on the dotted line." The Convention signed.

The achievement of a long-sought administration building, however, cannot be dismissed in such a soft-pencil *parti* as attempted in the preceding paragraphs. To return to December 6, 1916, if it is not asking too much retrogression, President Mauran chided the Convention along these lines: Architects had long since acquired the habit of calling in experts and acting upon their advice. Yet, when they as a body give a problem to a committee of their own organization, do they take the advice of their experts? No. They take a report representing the work of weeks or months, tear it apart, and in a few minutes put together again a snap judgment that sets at naught the work of thoughtful men who have really studied the problem.

The rebuke was not undeserved in 1916—and at times would be apropos even in these days when a span of nearly fifty years has added its modicum of intelligence. Yet the demand for "an assembly hall of our own" continued, interrupted by cries that not one brick of the hallowed stable be disturbed. By 1923 the discussion had proceeded to the point of agreement that a building was needed and the Convention should take the first of a two-convention move to authorize the Board to borrow money, using The Octagon property as pledge for its eventual repayment. Two years later a revised design was offered by the Building Committee. Again two years passed, and the Convention agreed that the desire for preservation of the old stable should not be allowed to limit the design of the new building; the committee was authorized to go ahead, *provided* that a mortgage could be raised on land which should not include the original plot, and *provided* subscriptions to an offer of bonds should raise the money for the building *and its endowment*. The Convention must have had its tongue in cheek when it voted unanimously for that resolution.

Up to April 1, 1931 subscriptions averaged $466.27, totaling $113,300, of which half should go to the building, half for the endowment. The committee promised to send a new brochure to the members when the proposed building had been completely designed.

"Will it include a library?" Yes, it would.

"Perhaps we should sell our books, or give them to the Library of Congress."

Came the Depression. The years slowly limped by. In 1937 Chairman Waid reported for his committee that the construction of the building cannot be achieved without the aid of "patrons of architecture." Dan Everett Waid himself seemed the only patron in sight. He had served a span of eight years as Treasurer, so he knew intimately The Institute's needs. On one of his trips down from New York he became alarmed at the weight of filing-cabinets and desks being put on the dining-room floor, so had his own engineer put steel beams below to support the old wood timbers. His frequent gifts to The Institute's educational work are a matter of record, but Uncle Dan's right hand apparently did not know how busily his left hand was meeting the unexpected needs of keeping a century-old house from showing too much wear and tear. Obviously, when the design of the long-needed building was to be made there was no question of who knew most about the problem. The addition of two other names to Waid's as the architectural team must have been at the insistence of Uncle Dan that his own experience in large buildings should be supplemented with the skill in adapting early American derivatives possessed by such nationally recognized architects as Dwight James Baum and Otto Eggers. It was in 1940 that the Board was at last able to announce that a contract had been awarded for what has since been known as the Administration Building. But in the year just ended Dan Everett Waid had died—greatest benefactor from among The Institute's own membership in its first hundred years. The Treasurer's report of June, 1942 indicates that the Waid contributions then totalled $301,477; the Educational Fund being $195,-079; for administration building maintenance, $74,690; and for general purpose of The Institute, about $30,800. And one of the last announcements by the Treasurer before Waid's death was a Waid gift of $5,000 for repairs to The Octagon.

The Administration Building was under roof and entering the long process of finishing, but The Institute's use of it to relieve pressure on The Octagon seemed as far away as ever, for the Government professed a still greater need for its office space. A lease was drawn up naming an annual rental of $12,000. Taxes, insurance and a rehabilitation reserve left a net annual income of about $8,700, and, during the lean years immediately following, the income was most welcome. Nine years passed before the building was turned back to The Institute and the groaning floors of The Octagon could have a well-earned rest.

The removal of the wooden fence which had marked the garden boundary of the Government's lease, made desirable, or even necessary, landscaping of the stable-yard area with its incomplete brick enclosure and the unkempt lawn and boxwood within the perimeter of buildings and garden wall. Convention authority to use Reserve Fund money was given for the design and building of the enclosed garden space as a memorial to Institute members who had given their lives in this country's search for an enduring peace. Lee Lawrie was commissioned to design a stele of granite to record that purpose, and Miss Cary Milholland designed the two-level garden which is now a major element in the composition embracing the Octagon mansion, the Administration Building, and the stable and its yard—since become the Institute's Library and its terrace. In the prosperous years of rapidly increasing membership it had become clear that The Institute, as beneficiary of the architectural libraries of Richard Morris Hunt, Arnold W. Brunner, Guy Kirkham, Donn Barker, Frank R. Baldwin and others, had a responsibility that could no longer be met by storing these books in a leaky-roof stable. Again the accumulating reserves permitted the design by William Dewey Foster of a fireproof and air-conditioned library with its stacks, the original old brick stable walls forming its enclosure. It is not only a Washington Library of American Architecture, it is also fitted for service of the whole membership.

The Reserve Fund, accumulating each year's surplus above the cost of operations, came to the aid of long-postponed replacement of the disintegrating stone trim of The Octagon; and to the structural reinforcement of its floors and stairs; to the banishment of a coal-fired boiler from its heating system by bringing steam underground from the Administration Building's boiler; and to the protection of the building's contents by electrical systems.

With the expected increase in the number of gifts by chapters and individuals for memorial purposes, a custom started long ago and halted during the period of The Octagon's service as office quarters, is being reactivated. The family of the late John Walter Cross, FAIA, has furnished the dining-room with authentic late-eighteenth-century pieces, not as a museum room, but rather one to be used for entertaining Institute special guests or officials of our own or foreign governments' representatives. The drawing-room, hall and Treaty Room offer similar opportunities for completion of their furnishing, and with the two large upstairs galleries, offering to the public a succession of exhibitions on some phase of architecture and the allied arts, the old mansion is taking over an increasing share of responsibility in the functions of The Institute's national headquarters.

VII
INSTITUTE DUES

MANY SUBJECTS have held the attention of The Institute for limited periods—a day, or even for years. One topic has continuously held a place for one hundred years—and is likely to concern our great-grandchildren as well.

In spite of the far greater value of money at the time—a meeting of fourteen members just after the shock of the Civil War—it was proposed to raise the dues (then $20 for Fellows, $10 for Associates) to the $50 which it has taken a century to reach. Instead, by 1875 the Fellows' dues had been reduced to $15, Associates $7.50.

Money was hard to come by, and particularly by the treasurer. By 1890 he reported that dues collected in the last fiscal year amounted to $2,008, of which $1,702 was from dues of '88 and '89, with $107.50 from years even more distantly past.

In 1894 the President, with tongue in cheek, told the Convention that there were a large number of gentlemen present who were unsure as to whether they had paid their dues or not. To their aid would now come a reading of the complete list of delinquents.

By the turn of the century the question of dual membership in chapter and Institute brought the question: If a chapter member were suspended for non-payment of dues, did that fact imply resignation from the Institute? Finances, and particularly the meager return from dues, continued to plague The Institute. President Gilbert advised the Convention of 1909 that both initiation fees and dues should be increased and that fifteen percent of the income should be set aside for a rainy day. By the first of 1911 the Bylaws provided that incoming members should pay an initiation fee, as it was then called, of $25, with annual dues of $15 for Associates, $20 for Fellows. The financial stress of The Institute had brought in the past year private contributions of $4,000. Fellows who were not members of chapters were considered belonging to a mystical Chapter-at-large, but the Board threatened to deny them recognition if they did not set about forming new chapters where there were enough such Fellows living near enough together.

The dues increase brought some relief, for by 1911 the Reserve Fund contained $1,621, and bills inherited from the last two years, aggregating $2,600, had been paid. It had been feared that the increase in dues would bring a flock of resignations—a fear that has been voiced on every occasion since then when a raise in dues was discussed. Two years' experience showed no resignations resulting, and a normal yearly increase in membership.

Then, along came World War I, with a number of members dropped for non-payment of dues: 2 in 1914, 17 in 1915, 29 in 1916, 24 in 1917. The Institute had remitted the 1918 dues of members in war service, a loss of $1,405 in its income.

Due perhaps to the war experience, perhaps to the microscopic growth of human intelligence, realization took form that the long existing differentiation between Associates and Fellows was outmoded. The two classes had at first been Professional Members and Associates — the latter class really probationers. Fellows had always paid higher dues. In 1919 the amended Bylaws made the dues $20 for Member or Fellow. Since Fellowship was now regarded as a recognition of honor for accomplishment it was rather incongruous to honor a member and in the same gesture charge him higher dues. The initiation fee, having been increased and then reduced in the war years, was restored to $25.

Two years later there was some recognition of an age differential, members under 32 paying half dues, and probably as part of the same reasoning, the initiation fee was lowered from \$25 to \$5. Perhaps as a result the Treasurer's report for 1921 showed an unprecedented state of affairs—the total receipts of \$52,900 exceeding the expenditures by \$9,468, the increase in receipts from dues being forty percent. Immediately, of course, there arose the cry that dues should be reduced. The Treasurer's rebuttal pointed out that a member's dues were now practically half of what they were a few years ago. Not only were they reduced, from the treasury's viewpoint, by the amount taken out for *Journal* subscriptions, but costs of everything had risen out of proportion to income, and the Treasurer displayed a tabular comparison of the years 1911 to 1921. In 1911, total receipts, \$18,455; total expenditures, \$14,187. In 1921, total receipts, \$52,922; total expenditures, \$43,454.

The roller-coaster nature of the dues situation over any period of years is highlighted by the comparison between the Treasurer's report of June, 1922, which exulted in a surplus of over \$9,000, and his report of May, 1923 in which he bewailed the fact that the members were \$25,000 in arrears. Apparently the Institute treasury was inherently incapable of keeping to an even keel.

And then came the first sign of a new basis for the dues structure. The Washington State Chapter suggested that The Institute approve a new amendment to that Chapter's bylaws which should provide that the annual dues of the Chapter members and associates be an amount equal to the sum reached by adding one dollar for each \$10,000 of the cost of building the designs turned out during the year. The members not acting as principals were to pay a nominal minimum. The request was granted, and since that change—or a modification of it—went into effect, the eyes of many chapters have been directed with some envy at the Washington State Chapter's ability to finance expanded fields of committee work and to do great things for which, under the old dues structure, it had never been able to find the money.

Returning to the non-shock-absorbing character of the Institute's dues system, just preceding the 1929 Panic, let us look at the sad news in the Treasurer's report to the 1930 Convention: For 1926, with the dues then $25, there were 391 members in default, owing $13,302; in 1927, 404 members, owing $13,107; in 1928, 369 members, owing The Institute $11,509; in 1929, 310 members, owing $11,563. What was owed their brokers at this time is not recorded. Disturbing also was the fact that in three years The Institute had had to admit 575 new members to secure a net increase of 205—bringing in 18% in order to attain a permanent increase of 6% in dues-paying members.

By December 31, 1933, when dues had been reduced approximately two-thirds, the total dues delinquent for the years 1930, '31, '32 and '33 added up to the tidy sum of $77,948, owed by 1663 members. For the gray hairs, or lack of hair, characterizing Institute treasurers, there is no need to seek further.

The situation called for a bargain-counter solution, and it got it. The Board offered delinquents a clean slate if they could scrape up $25 for the three years. A member who had paid any amount less than $25, or none at all, could pay the difference, and all would be forgiven. In 1934 dues were to be $15. Even at these bargain rates, the score on December 31, 1934 was: 361 members owed $7,107 for 1931, '32 and '33, and the total arrears was $20,676. The number of members who paid their tabs up to date and then resigned while the resigning was good was 34. In 1936 (dues then $20) after two or three years in which the rules were not enforced, The Institute faced the necessity of cleaning house. A block of the members totalling 1,022, owing $31,659, were given final warning. Within forty-five days 447 of these had paid up; 195 paid cash installments and gave notes for the balance; 359 permitted their memberships to lapse. This shrank the membership to 2742. By December 31, 1937 there had been no marked change for the better, and 95 more members were dropped, owing The Institute $4,419.

In 1941, under the cloud of war, the impulse was to remit dues of all men serving in the armed forces. It was realized, however, that the member who went in with an officer's commission was probably earning as much or more than the practitioner left behind with little or nothing in the way of office practice, so the remission of dues was voted for men below the officer grade, to apply to a period ending six months after return to civil life. For those who kept the home fires burning the dues in 1940 were $20, but the Board had permission of the Convention to make much easier the entry of new members, the newcomers' first-year dues being $5 (plus the admission fee of $5), with an increase of $5 per year until the regular dues were reached. State associations paid the equivalent of one dollar for each of their dues-paying members, but with a minimum of $10.

To supplement the dues income The Institute solicited contributions to a "war chest" for additional activities that seemed essential to keep in touch with the kaleidoscopic Washington scene. As of May 23, 1943, the amount subscribed was $31,753, approximately half of which was contributed by those firms directly participating in the defense program.

The need for greater income was apparent to all. Beginning with January, 1946 the dues were raised to $25; in 1949 the Board was authorized to raise dues, with a maximum of $50—realizing after nearly a century the proposal first expressed just after the Civil War. This sanction of the Convention, however, applied only to those members with net incomes of $5,000 or more. The maximum of $50 was not at once met, the 1950 dues being set at $40, or $25 for those whose earnings were less than $5,000. It was the shot in the arm The Institute needed, apparently, for the Treasurer reported that the increase of income during the fiscal year 1950 over 1949 was 38%, with a powerful assist in the gross sale of documents—a 55% jump.

But that little police action in Korea brought up once more the thought of waiving dues for members in the armed services. This time, instead of cutting off the dues, the Board decided to make a flat rate of $10 per year which would just about cover the expense of carrying the name on the rolls.

Whether you have money in the treasury or not, there is always coming along a good cause that costs money. This time it was public relations—a state of mind which had only recently found voice. To finance a program the Convention of 1952 recommended that for a period of three years the dues be raised from $40 to $50 and the additional funds thus obtained be used solely for public relations. The Treasurer estimated that this increase would bring $39,000 in 1953; $44,800 in 1954; and $51,000 in 1955.

Even though the profession seemed to be riding a wave of prosperity, with building records frequently setting new high records, 1952 saw 68 members dropped, in default of $4,273, and 146 members suspended, owing The Institute $4,648. In 1953, 51 were dropped, owing $3,530, and 151 suspended until they could dig up $5,924.

The Institute was riding the roller coaster again, for in 1954 the prosperity was sufficiently marked to have the Convention change the breaking point for the change in dues, from the $5,000 net income to $6,000; but in 1956 this differentiation was eliminated entirely, everybody paying full dues being considered able to pay the $50. In 1956, too, the Convention thought it was being too easy on new members, and, beginning with 1957, made them climb the hill to the regular dues rate in two years instead of the four that had been permitted; so that a new member pays $10, $30, and $50 respectively in his first three years, and still the $10 admission fee. Institute dues seem to be getting more and more like government taxes: the higher they get, the more demand for government services, and the more services the more taxes.

VIII
INSTITUTE PUBLICATIONS

IT IS A CURIOUS ANOMALY that when the subject of publications is mentioned to an Institute member his thoughts usually go to the periodicals, whereas the publication of documents has always been the backbone of the organization's earned income. From an entry of 1890, showing a royalty of $72.84 on the sale of contract blanks, down to the 1956 total of about $35,000 received from the sale of documents, the record has proven the wisdom of The Institute's preparation, copyrighting, and progressive improvement over the years of its contractual and informative documents.

Away back in 1888 The Institute joined with the National Association of Builders in sponsoring a "Uniform Contract," which for a quarter century was the accepted form for building construction.

After considerable study, The Institute published in 1911 the first edition of the Standard Documents. Four years later a second edition was published as a result of study by a Committee on Contract Documents of which Frank Miles Day was chairman. This Committee held extended conferences with representatives of the Contractors. Mr. William B. King, an attorney of Washington, was spokesman for the Contractors, while William Stanley Parker strongly reinforced Chairman Day in the presentation of the architect's and owner's viewpoints. As a result, the third edition appeared in 1918, a fourth in 1925, and a fifth in 1937—still in effect as The Institute's first century ends. Other forms were also developed, more recently by the Committee on Office Practice, covering the relationship of owner and architect in various phases, and these will, in like manner, keep pace with requirements. Mr. Parker, whose knowledge and experience in this field have for several years been available to The Institute as its Consultant on Contract Documents, has written a Circular of Information, Document 276, which goes fully into the successive developments in our Standard Documents.

Also under the head of publications, if literally adopted, should be the customary reports to members, such as the membership list, the Proceedings, reports of convention activities and official rulings. Then there are the books: "The Octagon Monograph" of 1916 (financed largely by friends); the "Handbook of Architectural Practice" which was first suggested and edited by Frank Miles Day in 1918, to appear in edition after edition, until its present rewriting by Clinton H. Cowgill; "The Significance of the Fine Arts," a notable offering of the Education Committee in the early '20's, for which royalties of $310 were later given to The Institute by Messrs. Butler, Emerson, Ittner, Nimmons and Zantzinger; the "Manual of Cost Accounting," Edwin Bergstrom's effort to teach a neglected habit; "Specification Work Sheets" by Ben H. Dyer in 1949; "Standardized Accounting for Architects," 1950, a production of the Committee on Practice;

Also, not published by The Institute but under its joint sponsorship with the R. R. Bowker Company, was the "American Architects Directory," 1956, edited by George S. Koyl, FAIA. The Press of The American Institute of Architects, in addition to its costly experiment in the *Journal* of 1916-'28, published notable contributions to architectural literature as will shortly appear.

But to get to the popular conception of "Publications," let us gallop gaily across the first century of The Institute's periodicals.

With the society not too firmly on its feet again after the Civil War, it was proposed at the annual meeting on December 5, 1965 that, for binding to the parent group the members living at a distance, a periodical should be started. It should print at least a resumé of the minutes of Board meetings, correspondence with architectural organizations abroad, notes from traveling members, brief criticisms relating to the arts, discussion of scientific problems, and "items for the general reader." Nothing more than faint rumblings were heard of the proposal until the Cincinnati Convention of 1872, when it was resolved: "That it is expedient that a periodical be issued at stated intervals by this Institute, or under its entire control, which shall exhibit the more meritorious works executed or projected on this Continent." There followed several years of argument as to whether or not the work of non-members should be considered for publication. Awaiting the submission of material, which did not come, but awaiting also the accumulation of funds, which also did not come, the project languished.

Three years later, in 1875, *The American Architect and Building News* was about to be launched by James R. Osgood Co. of Boston, and under the editorial direction of W. P. P. Longfellow, a Fellow of The Institute. The Committee on Publications, which had visions of creating the society's own mouthpiece, asked the Convention to name the Osgood publication "official organ of The A.I.A." Chary of allowing editorial opinion of outsiders to be confused with those of The Institute, the Convention compromised on what it felt would be a restraining form—"The organ of The A.I.A. for publication." The new magazine, a weekly, was to cost the subscriber $7.50 a year, or $6 if paid in advance. By 1885 there were a rather surprising number of what, by a stretch of our imagination, could be called architectural publications, in this country: *Building, Carpentry and Building, Builder and Wood-worker, Decorator and Furnisher, Sanitary Engineer, Plumbers' Trade Journal,* *Hydraulic and Sanitary Plumber*—these all published in New York City; *Building Review*, Cincinnati; *Inland Architect and Builder*, *Sanitary News*, and *Building Budget* in Chicago; *The Builder*, Holyoke, Massachusetts; *American Architect and Building News*, the *Boston Weekly* in Boston; and in San Francisco there was the *California Architect and Building News*.

Not in the same decade but in 1901 *House & Garden* was started under the editorship of Wilson Eyre, Jr., Frank Miles Day and Herbert C. Wise, all Institute stalwarts, who had faint glimmerings of the possibilities of making an architectural magazine for the lay public.

By January, 1900, however, The Institute had gotten around to launching its first periodical, a quarterly, *The American Institute of Architects Quarterly Bulletin*, with the single aim of listing for the architect articles here and abroad which should appease his appetite for a continuing education. It was a modest effort, both in policy and format (7"x9½"), so that it is surprising to find in a convention resolution an expression of concern that its continuance be approved only "if in such a way as not to compete with professional journals." It carried advertising—6 pages at the start, 42 at the end, as compared with 48 pages of text, growing to 78, but the treasury report at the end of a decade showed that the cost of securing advertising income of $3,290 was $1,334—something over forty percent, which commission ranks with that demanded by fly-by-night solicitors for advertising in a program of a football game or band concert. A circulation of seven or eight hundred did not command much respect in the field of building materials. Secretary Glenn Brown compiled it and, before many years, was putting into its pages news of the chapters, membership elections, revisions of the Bylaws, and even halftone illustrations. The issue of October, 1912 was the last to appear, for new ideas were crystallizing.

In 1912 the Committee on Publication really got ambitious. The *Journal*, Vol. 1, No. 1, was a slick-paper monthly, in the larger size of 8½" x 12". One can imagine the steam generated in the Committee members when it appeared that the editorial burden was carried by these architects alone—through the first three issues. After that launching the Committee asked and was granted permission to engage an editor —Charles Harris Whitaker.

For its first three years the magazine went only to the members who subscribed $5 for it individually. The subscription price seems to have dropped to $3.50 in 1917, but soon returned to $5. Naturally, the operating dificit was considerable. Advertisements were sought, and 24 to 32 pages appeared monthly, but that was not enough.

Judged on its editorial content the *Journal* was a great success. A series of articles in 1916 exposed the wasteful procedure on the part of the Government in renting office space—a lot of it unsuitable for the purpose and expensive. Congress was aroused and appointed a committee to investigate. Another achievement of the *Journal's* was the uncovering of the pork-barrel system inherent in the Omnibus Public Building bill authorizing new post offices. The Institute was proud of its monthly, but felt growing concern about the cost. It borrowed $5,000 to shore up the *Journal's* finances by paying its past-due bills, but it was only a drop in the bucket. In 1916 the operating deficit was $1,500; in 1917, $5,000; in 1918, $2,500. In 1919 The Institute thought it had discovered a way out—a separate corporation for the *Journal*. Then in 1920 the Convention asked that, if finances permitted, the magazine be sent to all members, and the $2.50 subscription price be taken from the individual member's dues.

Meanwhile the incorporation plans were carried through. The Press of The American Institute of Architects was formed under the laws of New York State. Fourteen shares of stock, without par value, were issued to the fourteen officers and directors of The Institute, for the nominal sum of $700, paid by these directors as individuals. The certificates were endorsed as donations to The Institute, which thus shouldered ownership and control of the corporation. The Institute would elect, annually, nine men as directors of the Press, to have full management of the *Journal* and other publications entrusted to the Press, with its offices in New York City.

For capital, 350 members of The Institute subscribed for bonds in various denominations from $25 to $1,000, totaling $33,000. This was in addition to the $700 paid for stock and $18,000 paid for bonds by The Institute's treasury. It was a demonstration of the confidence of officers and members in the *Journal* project.

To justify the cost to the members, a Structural Services Department was added under the enthusiastic direction of D. Knickerbacker Boyd. Fifteen pages of it appeared in the January, 1917 issue and by March it had dwindled to six pages. Bare technical facts, it appears, did not mix well with the esthetic, historical and philosophical content which had built the *Journal's* personality.

The Press also went in for architectural book publishing: among the titles, Louis Sullivan's "Autobiography of an Idea" and "System of Ornament"; "Bertram Grosvenor Goodhue, Architect and Master of Many Arts"; "Manhattan the Magical Island"; "The Sculpture of the Nebraska Capitol"; "Old Bridges of France"; "The Octagon Library of Early American Architecture, Vol. 1, Charleston"; "Arnold W. Brunner and His Work"—all of these books rate as publishing achievements, works that any book publisher would have been proud to have bear his imprint.

But the financial picture did not brighten. In 1921 The Institute paid the Press $4,964 from members' dues; in 1922 the budget provided $6,000. In 1925 the Treasurer recommended an increase of the Institute's payment from the $25 dues to $5 per member.

A difficulty of another kind developed in 1926. The Institute had formed a Scientific Research Department, its main purpose being to cooperate with other branches of the building industry. The Press management complained to the Board that this department was hampering its efforts to secure advertising in the *Journal*. It seems to have been the straw that broke the camel's back. In its 60th Convention of 1926 The Institute resolved:

1) To eliminate advertising in the *Journal*.
2) To limit the cost of *Journal* operation to the amount allocated from dues.
3) To move the *Journal* from New York to The Octagon.
4) To sell the Press to some new owner—a vain hope.

Past-President Waid, who had been an enthusiastic champion of the *Journal* project, said to the Convention of May, 1928:

"As a matter of fact, for a series of years the financial condition of the *Journal* is steadily going downhill. Each year there seems to be some new reason given why finances were not satisfactory, and promises are made for the coming year. You know the story of how the working capital was raised, and that the $50,000 has gradually disappeared—and more with it. The *Journal* did keep on going downhill until it was bankrupt. Perhaps it should have been permitted to go through bankruptcy as a proper business procedure. It was not permitted to do so, and the directors of The

Institute have felt honor-bound to take over the *Journal* as an obligation of the profession . . ."

More of the sad story of the *Journal* is told in Chapter XI.

The Board meeting of December, 1928 drew up the final obsequies. The Secretary was instructed to discontinue the publication of the *Journal* and to issue to members a monthly bulletin under the title of *The Octagon.*

Without pretense of being other than a means of communication between headquarters and the membership, *The Octagon* carried all formal notices of meetings, transactions, bylaw changes, convention actions, new members elected, and the like. Occasionally a member felt moved to contribute an article or perhaps merely a letter to its pages. Some of the deathless prose of Hubert Ripley, Louis LaBeaume, and others among the articulate of the profession, is printed in the letterhead-size periodical which served The Institute for fifteen years. Secretaries Frank C. Baldwin and Charles T. Ingham in turn carried the official responsibility, but upon the dependable shoulders of Edward Crawford Kemper, Executive Secretary, fell the load of producing *The Octagon* through all those years. When there was little to report to the members, the pages were few; when there was special need, *The Octagon* became a book, as for instance when it doubled as a Membership List (Annuary) or as a revised version of the Bylaws. In good times and bad *The Octagon* did what was requested of it, and did it in quiet dignity—a job well done.

The Institute, nevertheless, as this chronicle may have implied, likes to try something new. It could hardly be expected of an assembly of architects that any course which did not favor experiment and change would be in character. Committees were appointed from time to time, to investigate the possibilities of periodical publishing. Could The Institute have a magazine of its own which would bring all things to satisfy all men? Loomis Harmon, FAIA, as chairman of a committee in February, 1940 brought in a scholarly report which outlined the possibilities and also the difficulties. Again, in 1943, Edgar I. Williams, FAIA, chairman of another Board committee, was charged with the task of bringing in a proposal, with costs, policy and format, of a successor to *The Octagon*. The result, another *Journal of The A.I.A.*, modest in format to conform to the 1944-45 War restrictions on paper, and attempting to cover editorially a field neglected by the commercial periodicals. Acceptance of the idea by the Board in December, 1943 brought the publication of Vol. 1, No. 1 dated January, 1944 under the editorship of the writer. Its story is familiar enough to the present membership to need no telling. Keeping firmly in mind, however, the financial debacle of the former monthly of like title, the *Journal* was held strictly in its circumscribed path, carrying a limited amount of advertising that paid for its distribution to the growing membership without any levy upon dues. It ends its life of thirteen years without having cost The Institute anything—in fact having earned enough above the costs of operation to bring about $50,000 to the aid of other services rendered by The Institute to its membership.

In their determination not to encumber the little *Journal* with the sort of official announcements and miscellany formerly carried by *The Octagon*, the Board launched a new bimonthly in 1948, called appropriately *The Bulletin of The A.I.A.* Meanwhile The Institute had been expanding. Its new Department of Education and Research; its newer Department of Public and Professional Relations; its sponsorship of Modular Measure—all these activities needed means of disseminating their information to the members. *The Bulletin* expanded to fill the need of a factual and technical organ, with its punched and perforated letter-size pages facilitating removal and filing by the recipient. The Board stated and restated the fact that *Journal* and *Bulletin* complemented each other and were to be regarded as two parts of a single purpose.

The time element soon grew to be a formidable problem. Information could be of greatest use to the member if gotten to him while hot off the griddle. More often it became the subject of a special letter—or two letters, or three—instead of awaiting publication in *The Bulletin*. And so came into being another periodical, the *Memo*, nominally a biweekly, but free to adapt its mailing date to the news of the moment. Here was to be contained the spot news that should be read by the members while it still was news. Under the editorship, first, of Jane Crane, then of Mrs. Polly Shackleton, the news-letter *Memo* has become the indispensable close link between member and headquarters.

Still another report of a committee on publications was embodied in the comprehensive findings of a Committee on Organization, reported in June, 1954. One of the recommendations was that the *Journal* and *Bulletin* be combined in the *Bulletin* size; "that additional advertising be sought; that more of the current work of members be published, as well as articles, biographies, results of research, excerpts from committee meetings and panel discussions of general interest, reference list guides, developments in specification writing, standards established by building material and professional associations, new developments in code and zoning requirements, technical information, testing procedures and all data of use to the practising architect and his employees, excepting spot news and current reports of a somewhat confidential nature to be appropriately included in the News Letter." A rather large order.

The Committee also advised the engagement of a Director of Publications who should be Editor of the combined magazines and coordinator of all Institute publications including the documents. This rather formidable task was entrusted July 1, 1956 to Mr. Joseph Watterson, AIA, recently practising on Long Island, and the first issue of the combination is to appear in May, 1957, simultaneously with this look back over the road we have traveled.

IX
COMPETITIONS AND ETHICS

FROM THE VIEWPOINT of a century afterward, it is difficult for us to accept the fact that the whole question of professional ethics in The Institute's early days centered about competitions. We have become so accustomed to the minor role played by the competition in our architectural practice of today that it is hard to believe that the competition idea in the days of The Institute's early youth was perhaps the most disturbing factor in the relations of architect to architect and architect to potential client. After the rebirth of our professional society following the purgatory of the Civil War years, architects in this country were expected to compete for commissions without remuneration. It was taken for granted by the public that architectural service—if indeed it could be so dignified by the term—was a commodity to be bought and sold in the market place on the same basis as meat or clothing or a piece of land. Remember that there were no fixed prices, no firmly established standards of values. A man went out to buy what he needed on a catch-as-catch-can basis, prepared to use every wile he could devise to get the better of the man who had something to sell.

Even if the buyer had a vague impression that there might be some sort of difference between the methods of the merchant and the professional man, he probably shared the almost universal belief that he, or at most his laymen contemporaries—were fully capable of judging whether or not the seller's offering was worth the price. Thus, in a competitive offering of drawings, these could best be evaluated by himself or a jury of laymen—so he thought, certainly not by a jury of architects. In this sort of an environment it must have sounded like the opening gun of a revolution when the New York Chapter refused in a body to enter the announced competition for the City's new post office. In fact so much heat had been generated by the discussion in the Chapter of the public's unreasonableness that a number were in favor of the architects going still farther and declaring it unprofessional to make drawings of any kind without remuneration. It was a voice crying for a far-off ideal, but of such are the foundations of ethical standards laid. Thus spoke President Upjohn:

"It is not my purpose, in a general address of this nature, made in a corporate capacity, to give an 'ex cathedra' utterance to individual opinions, or to anticipate the results of individual reflection and judgment on the part of others; but I feel as if I should not fully discharge my duty to my younger professional brethren, if, after my extensive opportunities and long experience, I should omit all allusion to a subject, the effects of the facts of which have, according to my observation, produced much evil, and only evil, to the profession. I allude to competition—general competition—a sorry subject for architects. It burns the fingers of those who meddle with it; it is a chronic infatuation, an *'ignis fatuus,'* a Will-o'-the-Wisp."

As President Post pointed out to the Detroit Convention of 1897 in this paraphrased version of his remarks: The architects of the United States gave promise of being an honor to the nation. The work was rarely bad, often good, such as the Capitol and the Treasury Building. But with their completion all—or practically all—art in Government architecture seems to have died. At their completion the office of the Supervising Architect of the Treasury Department was created. Judging by the results and from the words of several able men who have filled this office, to the effect that they have been powerless for good, the system is radically bad. All honor to Secretary Gage who has determined that the buildings erected by his Department—the great builder for the Government—shall fairly represent the art of the country, if this can be accomplished by producing designs in each case by limited competition and by causing the best design to be selected by a jury composed largely of carefully selected architects.

It may seem inconsistent that The Institute, while shunning the competition idea in general, yet threw the weight of its influence into the proposal that the Government should hold competitions for the design of its public buildings. The Institute is given much of the credit for the Tarsney Act of 1896 authorizing the Secretary of the Treasury to secure designs for Government buildings by competition among the best architectural talent that the profession could offer.

As Secretary Gage pointed out to a small gathering of AIA officers and directors in New York, the Tarsney Act had serious faults, among them no funds for the remuneration of competitors or juries. The Secretary would try to have the Act amended to reimburse the competitors; meanwhile, the drawings required might be kept very simple, and from other appropriations he might arrange to pay traveling expenses. The commission provided the winner was five percent up to a building cost of $500,000; less than that for buildings of greater cost. He hoped the profession would bear with the present handicaps and help him to produce better public buildings.

The Institute's cooperation was immediately pledged. President Post nominated twenty-one firms from which list the competitors of the first three competitions might be selected. The designs to be chosen were those for a federal building at Norfolk, Virginia, one at Camden, New Jersey, and an immigrant station on Ellis Island, New York. The Institute offered the services of its directors and some other prominent architects in the formation of the juries needed.

Undoubtedly the Tarsney Act, when finally put into execution, was a great improvement upon the loose relationship between Government and the architectural profession existing in the years immediately preceding. The opponents of the measure, however, took the view that the procedure was too expensive and did not assure the best results. They succeeded in having the Act repealed in 1912.

There has persisted among the membership, in spite of the increasing strictness of our codes, an undiminished reluctance to bring charges of unprofessional conduct against a fellow practitioner. In 1906 the 40th Convention thought it had found a way around the hurdle. It passed a resolution to the effect that it should be competent for the Board, its Executive Committee, any chapter, or any member to bring to the attention of the Committee on Practice any alleged infraction of the code without being deemed to have entered a formal complaint against the member or members involved.

This major problem of competitions kept bothering successive conventions in 1908 and 1909. Should the competition code be mandatory or only advisory? Within a year the Government had held a competition in which 130 architects had submitted drawings, expending, in addition to their own time and energies, about $65,000; whereas the fees to professional advisor and prize-winners had totalled about $5,000. Net loss to the profession, $55,000. In spite of that fact, and a succession of similar cases throughout the years, there are always architects ready to take the gamble, in full knowledge that the cards are stacked against them.

So strong was the feeling against the waste, delay and uncertain results of selection of an architect by competition that, when the allocation of individual designs for elements of the World's Columbian Exposition presented a major opportunity, Daniel Burnham, as Chief of Construction, summed up the alternatives as follows:

"Several methods of procedure suggest themselves: First the selection of one man to whom the designing of the entire work should be entrusted; second, competition made free to the whole architectural profession; third, competition among a selected few; fourth, direct selection."

He dismissed the first alternative on the grounds of shortness of time and the loss of the benefits of cooperation in a diversity of talent. The second alternative would also waste precious time and bring a mass of irrelevant material which would demand extended labor to bring into coherence; probably such a heterogeneous competition would fail to attract the best men. The third alternative would present fewer embarrassments, but the time element was against it, and it seemed most unlikely that the result would be rewarding, coming as it would from a necessarily partial acquaintance with the subject. Far better than any of these methods seemed to be the fourth: Select a number of architects, choosing each man for work parallel with his best achievements; these architects to meet in conference, become master of all the elements to be solved, and agree upon some general scheme of procedure; the preliminary studies compared and freely discussed in a subsequent conference. This in brief was the plan agreed upon for the design of Chicago's Fair of 1893. It is hard to imagine a more unified and generally satisfactory result arising from any other of the alternative procedures, although Goodhue's design for the San Diego Fair might prove otherwise.

As to the code of ethics, aside from the subject of competitions, perhaps it would be best, proposed some members, to have the chapters write their own codes, submitting these to the Board for criticism and as an aid in preparing a national code. There was apparently no great amount of help forthcoming from the chapters, but in December, 1909 The Institute did get around to agreement upon a "Circular of Advice

Relative to Principles of Professional Practice and The Canons of Ethics." It was a rather wordy document, particularly in duplication between the circular and the canons. First came a sort of preamble:

"No set of rules can be framed which will particularize all the duties of the architect in his various relations to his clients, to contractors, to his professional brethren and to the public. The following principles should, however, govern the conduct of members of the profession and should serve as a guide in circumstances other than those enumerated."

Then followed nineteen sections which might be passed over for our purpose here as the canons that follow are more specific:

"It is improper to: 1) engage in building; 2) guarantee an estimate; 3) accept payment from anyone other than client; 4) to pay for advertising; 5) to take any part in a competition not approved by The A.I.A.; 6) to attempt otherwise than as a competitor to secure work for which a competition is being held; 7) to attempt to influence the award of a competition; 8) to accept work for which a competition has been held, after having served as advisor or in preparing program; 9) to injure falsely or maliciously the reputation of a fellow practitioner; 10) to undertake work in which there is an unsettled claim; 11) to attempt to supplant another architect already engaged; 12) to compete on the basis of charges.

The passage of three years in which this document was tried out, brought very minor changes. The 1912 version elaborated Section 14 by providing also that the professional advisor should not continue after it has been determined that the program cannot be drawn to receive Institute approval. The revision added to the same Section a paragraph citing the case of an architect authorized to submit sketches: no other architect should submit sketches for the same project until the owner has taken definite action on the first submission, "since for the second architect a competition is thus established." These revisions brought changes to correspond in Canons 5 and 11, the latter having added to it, "e. g. by submitting sketches for a project for which another architect has been authorized to submit sketches."

The discussion on the Convention floor was a heated one. If an owner wanted to build a house and wanted three suggested schemes from three architects he respected, they could keep within Institute ethics if he had the three men, one at a time, submit sketches and be paid off; but the Institute code would be violated if he had the three men submit their sketches without discharging them in succession. In other words, he could drive three architects tandem but not abreast. Morally it didn't seem to make sense. Of course he could have a competition, but that would prevent his talking with the competitors, and he would have to take what a jury decided. After the temperature had become nearer normal no amendment seemed to be required, since the owner could drive his team abreast if he were willing to pay the scheduled rate for preliminary sketches of an abandoned project.

Apparently confused by the wide range of advertising possibilities, the Convention took out Canon 4, prohibiting paid advertising, and opened wider a door that had been closed. The only other revision made in that session was to add "or decorative trades" to the Canon 10 commandment against engaging in building trades.

In the same year, 1918, the Convention condemned in no uncertain terms the issuance of a monograph of an architect's work with the support of advertisements.

Howard Shaw, The Institute's 1927 Gold Medalist, took a rather dim view of canons and mandatory rules:

"If a dissatisfied owner wants to get rid of an architect, or an unprincipled confrere tries to get a job away from you, Canons of Ethics are not likely to help you. You will need a sawed-off shotgun. You cannot legislate a gentleman . . . I would like to have the Canons graved on old lichen-covered marble. They would be very brief—about like this: 'Be a gentleman if you can, but for God's sake be an architect.' "

Away back in 1915 there was recorded a foretaste of what was to come repeatedly in the years following. The resolution directed the Board to formulate and bring before the next convention a definition of what should be considered desirable publicity and what should be condemned as undesirable advertising. Forty-two years later, we seem to be still a bit uncertain as to how one might differentiate between the two.

A significant statement, brought in by a Committee on Advertising in 1919, was approved and has remained an essential element of the architect's canon of ethics. In effect it rates as essential any publicity of the standards, aims and progress of the profession, both in general and as exemplified by individual achievement. On the other hand it deplores advertising or self-laudatory publicity procured by, or with the consent of, the person advertised, as tending to defeat its own ends as to the individual as well as to lower the dignity of the profession.

The years 1920 and 1921 mark a turning point in the whole idea of architectural competitions. In 1920 the competition for the Nebraska State Capitol was held and won by Bertram Goodhue. In 1921 there was held in two stages the competition for the National War Memorial in Kansas City, Missouri, won by H. Van Buren Magonigle. Both competition programs were written to make clear the fact that the purpose was the selection of an architect, not the irrevocable choice of a design. Consequently the prescription of specific space allocations and limits of cost were almost neglected—these could be determined in the essential later study by the architect chosen. Although, with such a form of program, one might expect the final structures to differ widely from the competition presentation, the anomaly here is that both projects were carried out in substantial conformity with the architects' first conception. Nevertheless the point was made and emphasized in these two important competitions of nation-wide public interest that the holding of a competition should not imply the acceptance of a design necessarily made in haste and without the knowledge that would come with later more careful study. Its purpose should be the selection of an architect whose first rough drawings brought conviction to the jury that here was a man who might be welcomed into the sort of architect-client relationship necessary for the production of notable architecture.

The lesson, apparently, had been learned, for five years later, in the prosperous year of 1926, the chairman of the Committee on Competitions reported to the Convention that there were then no open competitions for state capitols or important court houses; direct selection seemed more logical and more economical.

In 1944 and 1945 The Institute put into a circular of information on architectural competitions, the kinds, procedures, restrictions, and general advice. Three years later Document 213 was an improved version, recognizing an additional type of competition—one that did not lead up to the design and execution of a building. Since that time—1948—there has been no change in Document 213, for apparently none was needed. Yet one finds in the records of the Seattle Convention a resolution calling for The Institute to define more clearly just what constitutes an architectural competition.

Sensitivity of The Institute to the ethical questions caused by the use of architects' portraits in advertising of materials or building services, had developed by the early 1940's.

Even though the Canons of Ethics underwent comparatively little change from the 1909 version, the Boards that have followed have been almost continuously plagued with requests from members to rule on some hypothetical question regarding the fringes of the mandatory rules. After a year or two when the answering of such questions had been delegated to Secretary Wilson, he pointed out the dangers of such policy. Quite properly the Board finally declined to have any such questions answered, since any opinion so expressed might disqualify the Board itself from sitting as a court of final resort in an appeal carried up through the recently developed judiciary procedure; the questioner might logically attempt to justify an action, for which charges had been brought against him in a regional judiciary committee, on the ground that the Board had advised the conduct he had followed. In accordance with the Board's decision the mandatory rules must speak for themselves. A member's interpretation of their meaning had better be on the safe side.

One problem of ethics has troubled The Institute within recent years, and perhaps it is not yet solved. It has to do with the use, in the advertising of manufacturers, of architects' portraits. The first specific ban against the practice brought out the argument that this placed the architect at a disadvantage compared to the contractor and others when the completion of an important building was in the news. A ruling in March, 1955 permitted the use of the portrait if the context could not be construed as an endorsement of a product, and if specifically approved by the Committee on Public Relations. Before the year was out the ruling was made tighter: approval must be had from the Executive

Director, the Secretary and the Committee on Public Relations; the use must not be for the individual architect's benefit; the size must be in good taste (whatever that is). Obviously, all these hurdles could not be jumped before an imminent closing date, and the practice might just as well have been forbidden. In May of 1956 this use of architects' portraits was ruled out, "except under special circumstances and when approved by the Board of Directors." The Board delegated power of approval to the Secretary and the Executive Director. Is this where we came in?—or went out?

In 1955 there was added to the Rules of the Board a wholly revised procedure to be followed when charges of unprofessional conduct are filed under the provisions of the Bylaws. Instead of one Judiciary Committee consisting of members of The Board, there is now a Judiciary Committee for each of the regions, and above these as a sort of higher court a National Judiciary Committee. Members of The Board are ineligible for membership on any of these judiciary committees. A charge is brought—by a member or members, a chapter or a state registration board—and heard by a Regional Judiciary Committee. The findings are then reported to the National Judiciary Committee with recommendation for dismissal or that here has been found a *prima facie* case. The National Committee may then agree to dismissal of the charges; or it may decide upon a further hearing or review to guide its recommendations to be reported to the Board. In all cases referred to it, The Board must hear both sides—giving both accused and accuser an opportunity to appear. The case is presented to The Board by the Chairman of the National Committee. The Board must find the accused guilty or not guilty, and if guilty, fixes the penalty. Appeal may be made to The Board either by complainant or accused, from a decision of the National Judiciary Committee.

X
EDUCATION

FROM THE VERY BEGINNING OF ITS LIFE, The Institute held in the forefront of its aims the process of education—the education of the architect himself and at the same time the education of the public in the significance of architecture.

There was, of course, no school of architecture in the United States at that time, but there was no lack of ideas among the members of The Institute as to how this basic need should be met. It was suggested, among other plans, that a start might be made in the combination of a polytechnic school with an academy of art. The former might include education in civil and mechanical engineering, possibly mining, and it might provide departments of chemistry and commerce. Possibly the architectural student might enter the polytechnic school from high school, continuing his training there for two years, and then entering the academy of art for his final two years in the creative side of architecture. A sort of educational sandwich, consisting of a slice of technical knowledge and a slice of art, separated by a summer vacation.

A committee of the Trustees, including William R. Ware—a name that was to become inseparable from the progress of architectural education—had its own ideas, but it had also prudence enough to go abroad first and see what older men had done and had learned in the doing.

Meanwhile, the architects of a century ago—like the architects of the present generation—looked down their noses with pity for the great unwashed public. The Board of Trustees was deeply concerned over the low estate of architecture in the United States, "that these works contained so large and overwhelming a majority of perverse architecture, upon which the eye of the public is constantly resting, and towards which so large and repectable a class representing the building interest and its financial results is constantly contributing, that upon the whole a prepossession in favor of the faults in architecture is quite natural, not to say inevitable."

Or, in the shorter phraseology of today, "The poor dumb clucks!"

Ware and his companions came back from their study of architectural schools abroad, and this country's first architectural school was started at Massachusetts Institute of Technology under Ware's direction. Its first class assembled in September, 1868 with an enrollment of four students. By 1879 it had thirty students, of whom nine or ten were enrolled for the full four-year course, the others taking a special two-year course only. In January, 1870 the first student to enter the University of Illinois' course in architecture was Nathan Clifford Ricker—afterwards a member of A.I.A.—credited, while still a student, with preparing Illinois' first definite curriculum in architecture. Cornell's department dates also from 1870; Syracuse, from 1873.

So the first four architectural schools were opened under the direction of Institute members: Professor W. R. Ware at M.I.T.; Professor Charles Babcock (son-in-law of Richard Upjohn) at Cornell; Professor N. C. Ricker at Illinois; and Professor A. L. Brockway at Syracuse. At the University of Pennsylvania the architectural department was opened under the auspices of the Philadelphia Chapter.

By 1896 there were nine American architectural schools, with a total of 273 regular students. These schools did not of themselves spring into being. Without the urging of The Institute and its individual members, formal architectural education would have been much slower in becoming established. Even before the schools, of course, and afterwards for many years, a form of architectural training was available in office apprenticeship, and in the ateliers of men trained at the Ecole des Beaux-Arts in Paris, men who gave freely of their time and office space in an enthusiastic effort to advance skill in the guild.

Richard Morris Hunt's atelier was probably the first of these. George B. Post, who with Henry Van Brunt and Charles Gambrill, was an *éleví* of Hunt's, tells of one occasion when Mr. Hunt had written on a blackboard a problem in design calling for the use of the Corinthian order. The students were to have twenty-four hours to complete the problem. Post finished his *parti* ahead of time and, in the hour or so remaining, started to design a Corinthian capital. Mr. Hunt, in a final tour of criticism, looked over Post's shoulder for a moment, said nothing and passed on to the next table. After a few moments he returned to look at Post's work, but said nothing and again turned away. For five or six times this was repeated, Post getting more nervous and apprehensive. Finally Mr. Hunt put his hand on Post's shoulder and said, "Youngster, do you think you know more about the Corinthian order of architecture than Vignola and the other masters?"

"No, I don't suppose I do," admitted Post.

"Then why the hell do you bother designing a Corinthian capital?"

Pupils of Hunt, inspired by the master's love of the Classic and its derivations, measured weapons with the older and more experienced warriors on the Gothic side, and the struggle between the styles carried on its own Hundred Years War.

By the turn of the century The Institute's Committee on Education began to feel its oats. The applicants for admission to membership should really be examined as to their qualifications. The Committee's recommendation was to have these applicants take an examination, including a problem in design such as those given for the McKim Fellowship at Columbia, the John Stewardson Memorial Scholarship at the University of Pennsylvania, and the Rotch Scholarship at Boston. Unquestionably the applicants who passed would be well worthy of admittance, and also unquestionably there would not be enough of them.

As to the Rotch and Stewardson, both of these and many other traveling scholarships established later were memorials. The Rotch Traveling Scholarship was established by the heirs of Benjamin R. Rotch, in memory of Mr. Rotch's son Arthur, a Boston practitioner and a Fellow of The Institute. Its administration was entrusted to the Boston Society of Architects. The Philadelphia Chapter administers the John Stewardson Memorial Scholarship established by the family and friends of Walter Cope's partner in the firm of Cope & Stewardson. The New York Chapter administers the Brunner Fellowship, established by bequest of Arnold W. Brunner, FAIA. The McKim, the Schermerhorn, the Perkins-Boring—these three traveling scholarships established by New York architects are administered by Columbia University.

Under The Institute's trusteeship are the Henry Adams Fellowship, supported by the bequeathed royalties of his book; the Edward Langley Scholarships, endowed by a bequest of the distinguished architect of Scranton, Pennsylvania; the Milton B. Medary Scholarship, a tribute established by the Georgia Marble Company; the Rehmann Scholarships, bequeathed in memory of Carl F. and Marie J. Rehmann; the National Fire Underwriters Scholarship, sustained by annual gifts from their National Board. In addition there is the Delano and Aldrich Fellowship, which has an unusual and little-known history. Originally, in 1927, it was an experiment to test the feasibility of bringing a

French architectural student over here, as we send our students to France, and it was supported for the first three years by Julian Clarence Levi, FAIA. After three years Chester Aldrich, FAIA, who had served on Mr. Levi's committee, and his partner, William Adams Delano, FAIA, in celebrating the 25th year of their firm's practice, endowed the Fellowship, and it was given their name.

Not, strictly speaking, an Institute project, but starting as a personal effort of two of its presidents, there was organized the American School of Architecture in Rome. It had been an idea developed by a number of the men who had worked together so harmoniously on the Chicago Fair. The original idea was Charles F. McKim's, brought to fruition by Daniel Burnham and other friends. A preliminary endowment of $800,000 was raised, the Villa Aurelia was leased and the School opened in 1894. By 1897 the original conception was enlarged to include painting, sculpture and, a little later, landscape architecture. The Villa Mirafiore was acquired for the expansion, and in 1909 there was bequeathed to what had now become the American Academy in Rome the Villa Aurelia, high on the Janiculum. In 1912 the School of Classical Studies was merged with the Academy. The property was soon further enriched through donations of adjacent villas and the erection of an Academy Building. Here are living quarters and studios for the twenty-four Fellows in residence, a commons room, library, dining-room and kitchen, besides the offices. In spite of its original name, the institution is not a school. Through competitions for the Rome Prize, men with the most promising capabilities in the arts are given these coveted Fellowships which enable them to pursue their advanced education in their own way, in an ideal environment and in company with their peers in other branches of the fine arts.

It is difficult to convey to the present generation of Institute members an adequate picture of what the Committee on Education meant in the earlier life of the society. It was far beyond what we of today think of as a committee. It was practically a self-perpetuating body of elder statesmen and scholars, sitting on a plane rather above that occupied by the elected officers of the moment. They were the men in whose hands rested the full responsibility for The Institute's good name as a body of gentlemen scholars, not just a body of men in the business of architecture. At least one whole evening of each convention was set aside by custom for a program of the Committee on Education. It was partly tails-and-white-tie, partly black-tie, but one hardly dared appear in anything more informal. The appearance in this august gathering of a sport jacket and a Hawaiian shirt would probably not have caused the wearer's arraignment on charges of unprofessional conduct but the consequences would have been far more momentous. The assembly was to be given its ration of Culture, and woe betide anyone who did not take it with a sophisticated smile. The mention even today of such names as William Emerson, Charles Butler, Clarence Zantzinger, James Monroe Hewlett, Grant La Farge, Louis LaBeaume, William B. Ittner, Ralph Adams Cram, conjures up memories of those evenings of learned addresses, old-school demeanor and talk of distant places and the higher pleasures of life.

It will not come as a surprise, therefore, that in 1907 the Committee on Education recommended that, prerequisite to receiving a degree in architecture the candidate should show a reasonable proficiency in Latin; also that an adequate architectural education should consist of four categories: 1) a year of preparatory study when this has not been acquired in school or college; 2) four years in a school of architecture; 3) at least one, and preferably two or three years studying advanced design in Paris, Rome, or in American ateliers; 4) at least a year of travel in Europe.

A year later the Committee recommended broadening the architectural curriculum to lay more stress on the humanities and the other arts allied to architecture. Nor had the Committee given up its long-held aim of a great central graduate school of architecture for the United States, controlled by The Institute.

For the year ending June 30, 1912, the U.S. Commissioner of Education reported courses of architecture offered by 32 schools. By 1956 the number had grown to 66, 51 of which were accredited. In 1915, however, The Institute voiced its dissatisfaction with the fact that too many of the schools of architecture were subordinate to other departments, such as engineering, and spokesmen appeared before the presidents of such universities to argue their case.

It was in 1915 also that the Association of Collegiate Schools of Architecture came into being—largely as a result of the heads of many schools becoming better acquainted at The Institute's Convention. At the same time The Institute created its School Medal, conferred annually through the respective deans' nominations for general excellence throughout the course.

This chapter cannot omit mention of an educational movement which, while not primarily an Institute contribution, was carried forward largely by architects temporarily in uniform. When the troops, mostly at Le Mans, were awaiting their turns in getting transportation home from Europe in 1919, there were a number of efforts made to build up education units. A sort of elite corps in architectural education was given the name of "Sorbonne Detachment," composed of 1000 officers and 1000 enlisted men. To the members of this group was given the privilege of enrolling at the Sorbonne, and architects could join any one of three Ecole des Beaux-Arts ateliers in Paris—those of Laloux, Gromort and Jaussely. Fifty architects seized the opportunity and after four months were given a certificate of credit. Among the number were Edmund R. Purves, Amos B. Emery, Edmund G. Krimmel, F. Raymond Leimkuehler, Thomas Hibben, Prentice Duell, and Henry Howard, a son of John Galen Howard.

Almost over night there was built a large university in the heart of Burgundy. It lasted but a few months, but as a morale builder and activity for idle hands, feet and brains, the AEF School of Architecture was a welcome break in tedium for Army and soldiers alike. Some men were privileged to attend the School of Fontainebleau. For others, classes in architectural sketching were quickly organized. Teachers were hurriedly assembled from the troops, from civilian life in France and from America. Three roughly divided grades constituted the student body—elementary, intermediate, and advanced. The School of Architectural Design was established at Bellevue under the direction of Lloyd Warren, FAIA. Among the architects assigned to teaching duties were such well-known names as Jacques Carlu, Victor Laloux (The Institute's 1922 Gold Medalist), Grosvenor Atterbury, Archibald Brown, Philip L. Small, A. Kingsley Porter, Aymar Embury, II and John Galen Howard. Among the sculptors and painters, Lorado Taft, Solon Borglum, Ernest Peixotto. Thirteen hundred men were given instruction in architecture, and there were 1700 additional applicants whose turns to embark for home preceded their educational assignments.

By 1920 The Institute felt that the time was ripe for a step from the four-year course in architecture to one of five years, and so urged the schools. The change was some years in the making, but soon became inevitable. About twenty-five years later the National Architectural Accrediting Board ruled that by 1950 it would require a five-year course for accreditation.

The Committee on Education dreamed of greater accomplishments than spreading culture over a little roomful of the membership; it would educate the public. It must have taken considerable prodding to have men like Paul Cret, Lorado Taft, H. Van Buren Magonigle, C. Howard Walker, and F. L. Olmsted write for publication "The Significance of the Fine Arts." Persuasive enthusiasm induced the Carnegie Corporation to give, repeatedly, grants of ten or fifteen thousand dollars for lectures before college groups and other organizations throughout the country. The Waid Educational Fund supported lectures of Professor Woodward and Dr. C. Howard Walker on art appreciation. Dr. Walker was reported in 1923 to have spoken three score times before students and faculties of colleges and civic bodies. Nor was this widespread effort without gain in stimulating The Institute membership to greater pride and authority.

Meanwhile the Beaux-Arts Institute of Design was forging ahead in its own efforts to supplement the training in design offered by the schools. In 1926 the system had reached a high point of activity: 1340 competitors from 68 organizations participated in the BAID competitions.

Investigation into the question of how the profession of architecture compares with other vocations in the matter of sons following in their fathers' footsteps remains in the realm of unrecorded research. We know, of course, of the three-generation Upjohn dynasty—Richard, R. M. and Hobart. Hobart Upjohn's son Everard studied architecture but chose to teach art and archeology. There is abundant evidence in firm names to show at least an appreciable trend, but there is also evidence of a reluctance on the part of the practitioner parent to bring upon his offspring the trials and frustrations of client relationships. Walter Cook, fourteenth president of The Institute, was told by a friend that her son had declared his intention of becoming an architect. "How would you answer if your own son made such a declaration to you?"

"I'd thrash him within an inch of his life!" replied Cook.

One of the phases of architectural training that had long baffled The Institute was the beginning of the office training. From the solicitous attentions of college faculty the student abruptly found himself in the unaccustomed position of trying to earn his salt. The chances were that in time he would fit himself in a groove doing the same drafting-room chore and working just how and where the cog he was forming would fit into the complex gears of architectural practice. In 1934 The Institute—probably through its Committee on Education—came up with the "Mentor System." On graduation the student would be assigned to a sympathetic practitioner, not necessarily his employer, who would advise with him on his progress in office work and try to have him see all parts of the procedure, including time at the job to see where drawings, specifications and change orders connected with the builder and what they brought about. The idea was, and still is, a good one. Its first trial was unsuccessful because of lack of wide promotion and the Depression. The need for guidance remains. It is, within quite recent years, being met by the Architect-in-Training Program. This starts by enrolling the graduate with The A.I.A. as an architect-in-training to receive guided apprenticeship through the three years normally required before he can take the examinations for registration. The intern is given a Log Book, in which can be recorded actual work performed, and is subject to periodic review with guidance by the advisory committee of an AIA chapter. The latter sends progress reports to the national AIA headquarters, so the intern is in no danger of being forgotten or side-tracked in his climb to the status of registered architect.

The Institute's Committee on Education has been specially blessed. In periods of depression, war and other hazards through which the architect suffers more than the average of most other professions, this Committee's work has been continuously supported by the income from educational endowments. Institute budgets may shrink with the slowing down of building, but the income from endowments keeps coming, and many of The Institute's benefactors have provided generously for its work in education.

In 1937 the estate of Edward Langley brought to The Institute $118,696. In 1942 it became known that the gifts and bequest of Dan Everett Waid for the purpose of the Waid Educational Fund totaled $195,079. And a more recent fund for educational aid is the bequest of Antoinette Perrett, amounting to about $135,000, for the Rehmann Scholarships.

In 1940, under joint action of AIA, NCARB and ACSA, there was organized the National Architectural Accrediting Board. Four years passed while this new implement was shaped to raise the standards of architectural college courses. Since then the Board has held closely to its function of making and maintaining current a list of accredited schools in the U.S.A. and its possessions. Teams consisting customarily of a teacher, one or more practitioners and a number of registration board members visit each school periodically. Their reports form a basis for the full Board's decision to grant, defer, continue or suspend accreditation. One sentence in its charter the Board keeps constantly in mind as a guard against regimentation: "The list of accredited schools shall be issued as a list only, and no standards shall be set up or published concerning the manner in which, or concerning the basis on which, the accrediting has been or will be made."

Unquestionably the most ambitious project among the many originating in the Committee on Education, which since 1946 has been ably assisted by the Department of Education and Research under the direction of Walter A. Taylor, was the Survey of Education and Registration. It is regarded by competent judges in this field as one of the two or three best and most comprehensive (along with Law and Medicine) of the numerous surveys of professions conducted during the last decade. With substantial financial aid from the Carnegie Corporation, a commission was set up under the chairmanship of Dr. Edwin S. Burdell, President of Cooper Union. Two hefty volumes were published, "The Architect at Mid-Century" and "Conversations Across the Nation." No such comprehensive examination of the profession has ever been attempted, but among the forty-two major recommendations handed down was one bidding The A.I.A. to adopt the policy of making a decennial survey—the next one timed to permit correlation with the findings of the national census of 1960. Most of the recommendations are being followed in effective action, not only by The Institute, but also by the Association of Collegiate Schools of Architecture, the National Architectural Accrediting Board and the National Council of Architectural Registration Boards. A history of The Institute's post-century years will undoubtedly have much to report concerning the achievements resulting from the Survey of Education and Registration.

XI
FINANCIAL STRUGGLES

THE USE OF THE PLURAL in this chapter title is open to question. Possibly, if one forgets the easy years that have closed The Institute's century, the financial concern of the membership—and particularly the Treasurer and the Board—was one continuous struggle through all the years; a flash of encouragement would be immediately eclipsed by the dark clouds of worry.

It started when The Institute was still in its swaddling clothes. The story of the dark days when the one-room headquarters had to be given up has been told in the first chapter. The life of The Institute through the Civil War period of four years resembles the life of the patient who, in spite of the doctor's reasoning that he has no business being alive, continues his quiet breathing in a coma and, like the bear emerging from his hibernation, takes up life again as if nothing had interrupted it.

Indeed, at the end of 1866 the Treasurer found himself the keeper of assets totalling $914.97—much, I fancy, to his surprise. But in a few years came one of the rash of bank failures, and the Panic of 1873 was on. No sooner was the equilibrium restored than the failure of Grant & Ward ruined the ex-President and brought on the Panic of 1884. Two years later the Institute Treasurer was concerned over the fact that for the year ending October 1, 1886 the receipts from initiation fees, dues, penalties for delayed payments, amounted to only $1306.35. Ten years later, with only $302.33 in the treasury, the Convention discussed the possibility of having a national headquarters in Washington. Possibly the parent organization began to feel the uneasiness of living under the growing shadow of its oldest child; for a time The Institute held its meetings in the New York Chapter's quarters.

This wide discrepancy between means and ambition parallels the unquenchable desire to shoulder the huge debt of a new edifice on the part of an impecunious church congregation. The phenomenon betokens a powerful faith tinged by a faint trace of irresponsibility—the bankers, you know, take a rather dim view of church mortgages.

Glenn Brown, on the occasion of his being honored for his long service as Secretary of The Institute, told the story of the acquisition of the Octagon. Charles Follen McKim had just been elected President of The Institute. At his first meeting with Secretary Brown, McKim said, "We ought to have a home in Washington."

"I agree with you, Mr. President," said Brown.

"Don't you think The Octagon is a pretty good place for a permanent home?"

"That has been my ambition for years."

"You go down," said McKim, "and offer them thirty thousand dollars for The Octagon and a down payment of ten thousand in cash."

"Mr. President, I have only five hundred in the treasury."

"You go and make the offer. I will see that you get the ten thousand. If I don't get it in any other way, I will give you my personal checque for it."

"So I went down and made the offer. It was accepted. The Octagon was purchased and Mr. McKim got the ten thousand in cash before the search was made on the title."

It was the beginning of a long financial struggle. Not until 1907 could President Cass Gilbert report that The Octagon bore only a $3000 mortgage.

Meanwhile, in the years immediately following 1898, the date of purchase, the financial picture was a thorn in the side of the successive conventions. In 1901 the problem was thrust on a committee, with instructions to devise a scheme for the endowment of The A.I.A. by endowment insurance, by private subscriptions, or "otherwise," in a sum not less than $30,000. That hope proved vain. In 1906 the embarrassment had increased to the point where the Convention asked the Board to assess each member $21. The Panic of 1907 killed that way out. In 1908 the Convention instructed the Board to attempt raising an endowment fund, not only with the help of the members—that had proved unproductive—but with the help of friends of The Institute and all the organizations connected with the building industry. The hope, this time, was that an endowment of a million dollars could be achieved. To judge by the minutes of proceedings, the committee didn't even offer to report progress.

Balked in its efforts to find outside help, The Institute turned introvert and asked a committee to examine the whole picture of its own activities, with particular scrutiny of the finances. Why was it that expenses continuously increased, and the committees, required by more demands for service, were constantly hampered in their work by lack of funds? And for the first time, strange as it may seem, the budget idea was grasped. Not only were the income and outgo to be measured and kept equal, the Convention of 1909 resolved to have set aside in an emergency fund not less than fifteen percent of the annual income from initiation fees and dues. This emergency fund was to be kept safe by the provision that a two-thirds vote of the convention would be required to draw from it.

Money became scarcer than ever. At the January, 1915 meeting of the Board the members of the Executive Committee, in the face of a decision that finances would not permit a Board meeting on the West Coast, resolved to make the trip at their own expense.

Another financial headache had been in the making since 1913, the first year of publication for the *Journal* (first publication of that name by The Institute.) The Institute had tried a rather strange variation from the usual publishing procedure. It had started a magazine and had it run for three years by a committee. This committee, having had its fun, asked for, and received, permission to engage an editor. An excellent magazine resulted under the editorship of Charles Harris Whitaker, but it did cost money. The venture started out as an extra which the dues would not cover. Individual subscriptions did not measure up to expectation, so The Institute set aside from each member's dues the sum of $2.50; that was not enough so the amount was doubled. Membership growth was slow: in the decade of 1910-20 the increase did not exceed 300, and the total was only about 1500.

The publishing venture was divorced from The Institute and incorporated, with offices in New York. That was the center of advertising agency activity where the solicitation efforts of the magazine would entail less expense. But the advertising did not materialize, which in our hind-sight was not surprising, with the circulation below two thousand architects. With the uncertainty of World War I behind, the membership took a spectacular rise to above three thousand in 1930, before the Depression arrested the rise and carried it down somewhat. But the expenses seemed ever to rise. The Treasurer reported the Institute's actual expenditures as follows: 1914, $23,800; 1915, $21,599; 1916, $21,482; 1917, $24,443; 1918, $22,457; 1919, $33,760. For the fiscal year 1918 the deficit in operations was $4,831.12. In a word, The Institute's expenditures increased approximately 35% while the membership slowly rose from 1200 to 1500.

The story of The Institute's first *Journal* is told in greater detail in Chapter VIII, but in this account of financial struggles it must suffice to note that in the years 1913-26, the Press of The American Institute of Architects had drained 23.7% of the current revenues from dues and was finally liquidated at a loss of $147,139. To clean the slate The Institute had to use all of its hardly won Emergency Fund and its increments during the next three years.

One can readily understand the gun-shy attitude of the Convention of 1919. It had provided a pocket dubbed the Emergency Fund, in which surplus funds could be put aside for a rainy day. Indeed, there was an impression current among the members that the Emergency Fund was an Endowment Fund, in spite of the provision that money could be withdrawn from it by a two-thirds vote of the Convention. In 1920, questions on the Convention floor brought out the news that the Emergency Fund had been tapped three times: to wipe out a $3,000 mortgage on The Octagon, thus saving interest charges; to pay $1,500 to Glenn Brown for making the drawings of The Octagon, later published in the sumptuous monograph; and the year's deficit of $4,800, arising chiefly from the expense of the Post-War Committee and the *Journal.* This last amount was to be repaid in annual installments, with interest.

This pocket of The Institute's treasury being a little too easy of access, the Convention established an Endowment Fund, which cannot be touched for any current expense, nor is it subject to borrowing. It was well that this pocket was securely buttoned up, for in 1928 the Board was authorized "to disperse and use all or any part of the unappropriated funds in the Reserve Fund for the special purpose of applying the same to the payment of the indebtedness of the Press of The American Institute of Architects."

President Robert D. Kohn, in his annual address of 1932 said:

"Unemployment among architects and draftsmen is so great that it is difficult to keep up our courage. The immediate need has not been licked, as is evidenced by the honorable record of the Emergency Committee organized by architects throughout the country to help find work of some kind, and food for those most in need."

But the indomitable spirit of The Institute carried on, as the concluding words of the address testify:

"Fortunes have gone, millions have disappeared, military glories are faded, civilizations have been wiped out, yet the great works of literature, of painting, sculpture and architecture remain as an everlasting indication of what is really permanent."

The Treasurer's reports kept reflecting the current depressed business conditions. The Institute's gross income was $26,000 less in 1931 than in 1930, of which about $7,000 represented the lesser dues received, and twice that amount represented the decrease in the income from the sales of documents and books. So tight was the situation that the Convention altered the Bylaws to permit the Treasurer to use funds regularly reserved from dues to go into what was then called the Emergency Reserve.

In 1932 and again in 1933 the Board omitted one of its regular meetings and one meeting of the Executive Committee. Salaries of the staff, and then personnel itself, were reduced to the lowest possible point. By the fall of 1933 the staff at The Octagon had shrunk to the Executive Secretary, a book-keeper, two stenographers and a junior clerk—an organization equivalent to that which carried on the headquarters business twenty years before. Appeal was made by the Board to try to persuade chapters having some reserve funds to contribute at least a part of those to The Institute's need.

Of course, publication of the Proceedings had been omitted as an easy economy measure of 1932-34. Dues for

'34 were materially reduced and the budget cut down to the absolutely necessary activities. In 1932 and '33 publication of the Annuary was omitted, and only the generous gift of a friend made possible its publication in '34. Neither Annuary nor Proceedings appeared in '35.

By the end of 1935, when the officers and directors met in Washington, there were indications that the sun might shine again. The Convention ventured the suggestion that each of the chapters contribute a sum to The Institute's working capital equal to two dollars from each of its members. Richmond H. Shreve, on behalf of the New York Chapter, pledged a contribution of one dollar for every two dollars given by all other chapters, up to a total of $1,000. Boston thereupon pledged $500 in addition to its two dollars per capita. Chicago offered a substantial contribution, and the rally was on.

The succession of financial headaches, however, had not been terminated; it had merely been interrupted, for in 1941 the Treasurer called attention to the sad fact that there had been an operating loss of $18,892 for the year 1940, as compared with a loss of $1,496 for the preceding year. Judging from the bald record, it was not until 1943 that the Board was able to report that $17,500 borrowed from the Emergency Loan Fund was being repaid in full, as well as $3,375 owed to the Waid Educational Fund.

By 1948 the Institute's membership was well along on the phenomenal rise, topping nine thousand, and its financial troubles seemed to belong wholly to the past. In 1945 the surplus available for the reserve was well over seventeen thousand dollars; in 1946, about fourteen thousand; in 1947, over nineteen thousand; and the year 1950 was reported the most successful year in The Institute's history, not only in membership and financial condition, but also in the number and value of the activities undertaken.

Contrasting with the treasury's liabilities of $350 in October, 1858, the invested reserve funds of The Institute had, in 1951, a market value of about one and a third millions of dollars. And by the end of 1955 The Institute's total assets, including funds given to be used for special purposes, had reached the impressive total of one and a half millions, to which sum may be added another million representing, not Institute assets, but rather monies held in trust in the form of funds given to carry forward some particular work in education or research.

XII
THE FIRST 50 CONVENTIONS

THE SUPREME CONTROL of The Institute has long been the voice of the Convention. Not even the Congress of the United States speaks with such authority. Congress has two houses that must agree, and their combined wish is subject to Presidential veto. The Institute's Convention, however, is the final authority; neither member, chapter, state association, regional council, Board of Directors, nor elected officers—none of these can dispute the will of the Convention. On one or two occasions the Board has seen fit to refrain from carrying out a resolution of the Convention, but always with a convincing explanation to the next Convention why its predecessor's will was not put into effect.

This possession of supreme power was not the Convention's in the first decade of Institute history; there were no annual meetings of convention type at that time. In command were the Trustees, selected from among themselves by the little band of professional members. Not until the idea of a federation of chapters had crystallized, and the original nucleus was ready to risk a democratic system, were the founders' hands loosed from the helm. It is not surprising that this change of heart took some time. It would really have been an occasion for astonishment if the little band had more quickly put aside their distrust of any architect not bound by their own code—a code too nebulous as yet to be put into words.

In the first decade of its life, interrupted by the Civil War, The Institute held a number of annual dinners, usually on Washington's Birthday. These were social gatherings, not business meetings. Seven of them were held in New York—Delmonico's being the usual choice of dining-room. With the emergence from the state of coma which might have

Convention No.	Date Held	Where Held	President	Secretary	Treasurer
			Officers are listed with conventions at which they officiated, having been elected at the preceding convention		
	1857	No Convention	Richard Upjohn	Richard M. Hunt	John W. Ritch
	1858	No Convention	"	"	"
	1859	No Convention	"	"	Joseph C. Wells
	1860	No Convention	"	"	"
	1861	No Convention	"	Henry Van Brunt	Robert G. Hatfield
	1862	No Convention	"	Emlen T. Littell	"
	1863	No Convention	"	"	"
	1864	No Convention	"	Charles D. Gambrill	"
	1865	No Convention	"	"	"
	1866	No Convention	"	"	"
1	1867	New York City	"	Fred'k C. Withers	"
2	1868	"	"	Russell Sturgis, Jr.	"
3	1869	"	"	Peter B. Wight	"
4	1870	Philadelphia	"	"	"
5	1871	Boston	"	Carl Pfeiffer	"
6	1872	Cincinnati	"	"	"
7	1873	Chicago	"	"	"
8	1874	New York City	"	A. J. Bloor	"
9	1875	Baltimore	"	"	"
10	1876	Philadelphia	"	"	"
11	1877	Boston	Thomas U. Walter	"	"
12	1878	New York City	"	Charles F. McKim	"
13	1879	"	"	Charles D. Gambrill	Oliver P. Hatfield
14	1880	Philadelphia	"	Henry M. Congdon	"
15	1881	Washington	"	A. J. Bloor	"
16	1882	Cincinnati	"	"	"
17	1883	Providence & Newport	"	George C. Mason, Jr.	"
18	1884	Albany	"	"	"

19	1885	Nashville	"	"	"
20	1886	New York City	"	"	"
21	1887	Chicago	"	A. J. Bloor	"
22	1888	Buffalo	Richard M. Hunt	"	"
23	1889	Cincinnati	"	"	"
24	1890	Washington	"	John W. Root	Samuel A. Treat
25	1891	Boston	"	"	"
26	1892	Chicago	Edward H. Kendall	Dankmar Adler	"
27	1893	"	"	Alfred Stone	"
28	1894	New York City	Daniel H. Burnham	"	"
29	1895	St. Louis	"	"	"
30	1896	Nashville	George B. Post	"	"
31	1897	Detroit	"	"	"
32	1898	Washington	"	"	"
33	1899	Pittsburgh	Henry Van Brunt	Glenn Brown	
34	1900	Washington	Robert S. Peabody	"	
35	1901	Buffalo	"	"	
36	1902	Washington	Charles F. McKim	"	
37	1903	Cleveland	"	"	
38	1904	Washington	William E. Eames	"	
39	1905	"	"	"	
40	1906	"	Frank Miles Day	"	
41	1907	Chicago	"	"	
42	1908	Washington	Cass Gilbert	"	
43	1909	"	"	"	
44	1910	San Francisco	Irving K. Pond	"	
45	1911	Washington	"	"	
46	1912	"	Walter Cook	"	
47	1913	New Orleans	"	"	
48	1914	Washington	R. Clipston Sturgis	D. Knickerbacker Boyd	John Lawrence Mauran
49	1915	"	"	Burt L. Fenner	"
50	1916	Minneapolis	John Lawrence Mauran	"	Dan Everett Waid

marked the end of the second attempt to organize a national architectural society, the holding of conventions—"annual meetings" they were called—began in 1867 and have continued as shown in the table herewith, with lapses only in the year 1917 of World War I and 1933 of the Depression, a year in which the Treasurer reported delinquent dues of $40,000. Strictly speaking, the year 1944 should also be included as a lapse, even though it is recorded as the 76th Convention, and in 1945 the 77th Convention was limited to the participation of 50 delegates, representing the whole membership by a special form of delegate accrediting. Both of these efforts to bypass the travel limitation were made under the advice of the Office of Defense Transportation, then acting to aid our nation's efforts in World War II.

Plans were well nigh completed for the 76th Convention, to have been held in Indianapolis, May 3-5, 1944, when it was cancelled. Instead the members of the Board gathered in Indianapolis to qualify as delegates. There being no quorum, the Convention was not duly formed. Thereupon the annual meeting of the Board went into session, and those directors whose terms would normally have expired offered their resignations. The Board declined to accept these, ruling that these directors would continue in office until their successors should qualify at the next Convention. All would have been well but for the fact that war restrictions became even more severe and the 1945 Convention, if it could be held at all, must be redesigned in a new form.

The ruling of the Government's War Committee on Conventions refused The Institute a permit to hold the 1945 Convention in Atlantic City in April, stipulating that a convention if held should not have more than 50 delegates. A new schedule of apportionment was then worked out in which the 15 members of the Board of Directors served as delegates-at-large while 35 others could be delegates of the chapters and state associations. This worked out as one delegate for each 160 corporate members. It was suggested to the chapters that each elect as its member-delegate one of the several delegates that were to be mutually agreed upon as delegates from its regional district. The Convention was held, and if anything had been needed to emphasize the fact that this country was at war, the Atlantic City boardwalk, with its multitude of wheel-chairs bearing amputees supplied that poignant emphasis.

After this detour to examine the occasions that interrupted one hundred years of annual meetings, it may be interesting to return to the 1st Convention, New York City, 1867. After a few movings, a fire or two and almost a century of changing responsibility, it is not surprising that the records of those early days are meager indeed. In addition to two big ledger-like volumes of handwritten minutes, a single address remains to tell us what, in part, was said at that 1st Convention, October 22 and 23, 1867. It is by Mr. Arthur Gilman, and in reciting a summary of the discouraging environment through which the little group of architects were passing, these words of his are typical of the crusading fervor that built The American Institute of Architects.

"I would have every man, woman and child in the country made to know that there is such a body as The Institute, much as they know that there is a Court of Appeals, and, my word for it, it will not be many years before our decisions will carry nearly the same weight with them in all architectural matters as the decisions of that Court do in purely legal affairs. Nobody knows enough to contradict us on our ground, if we are only united, nor could they find a leg to stand on in the way of argument if they did."

In looking back at those days when the struggles of the architect against lack of appreciation and understanding on the part of the public seemed almost hopeless, it is refreshing to find that this fact and his low fees apparently were not allowed to hamper his activities as a trencherman. The annual banquet of the 19th Convention, October, 1885, in Nashville offered the following menu:

Blue Point oysters on half shell

Consomme a la claire	Oyster soup a la Plessy

Sherry

Salmon anchovy	Potato croquettes
Oyster patties	Mayonnaise of shrimp
Cold ox tongue	Chicken salad
Tenderloin of beef with mushrooms	Young pig with oyster dressing

Claret

Roman punch

Broiled quail on toast

Prairie grouse with current jelly

Mallard duck, port wine sauce

Asparagus	French green peas

Champagne

Ornamented cakes	Assorted cakes	Brandy jelly
Vanilla ice cream	Charlotte Russe	Fruits
Candies	Nuts	Coffee

Those dear dead days beyond recall! Perhaps the measure of the appetite and capacity we have lost is greater than the prosperity and public appreciation we have gained.

At Chicago, 1893 there was gathered the World's Congress of Architects as well as The Institute's 29th Convention. What routine business was transacted by either or both assemblies must have been merely incidental to the fact that all had come to see the World's Columbian Exposition.

It is the almost unchallenged opinion of architectural critics and historians that the White City by the Lake was the most spectacular and reactionary setback of a century in the development of architecture in the United States. The indictment seems to incriminate every architect then practising, with the notable exception of one man—Louis Henri Sullivan. Everybody, according to the critics, was out of step but Louis.

There cannot be even a faint hope that this feeble pen can undo the damage done a whole generation of architects and civic leaders. If it be doubted that this question has much to do with the history of The A.I.A., let it be stated at the outset that the Chicago Fair of 1893 was the work of the outstanding architects of the time, all of them members, and most of them officers, of The Institute. Let us recognize the fact that the White City was an Institute project. Burnham, Root, Hunt, Post, McKim, Vaux, Jenney, Peabody, Van Brunt designed and built it, and these leaders *were* The Institute. Burnham, incidentally, was also to become the first chairman of the National Commission of Fine Arts.

Overlooked or forgotten by the critics seems to be the fact that the United States in 1850-70 reached possibly the nadir of civilization's appreciation of the arts. It could not understand architectural merit; it could not create it. Faced by this fact—and the architects of that day have left abundant testimony that they knew it—and given the opportunity to make a demonstration before the world, what was the decision? To build something that might represent each individual designer's idea of what he had seen in his crystal ball? Or, the decision might have been to design wholly in the spirit of the Chicago Auditorium. Is it conceivable that either choice would have given the impact of wonder and respect for architecture that was so badly needed? As one who lived through that era and who saw and was thrilled by the spectacle, the writer thinks not.

As over against the hind-sight views of latter-day critics who maintain that the Columbian Exposition was "the secret weapon of the reactionaries," let us examine the testimony of men of that day—men whose opinions the world respects —Elihu Root, for one, speaking in Washington, January 11, 1905:

"It was reserved for the great city of the middle West, by the example of that fair White City by the Lake, which remains with us as a dream of Ionian seas, to lead our people out of the wilderness of the commonplace to new ideas of architectural beauty and nobility. The lesson of the Chicago Exposition has gone into every city and town and hamlet of America. The architects now for the first time are beginning to have the nation with them."

Or, Augustus Saint-Gaudens, after listening in an all-day meeting of the architects with the Chicago Committee, seized both of Burnham's hands and said:

"Look here, old fellow, do you realize that this is the greatest meeting of artists since the fifteenth century!"

Or, to have an opinion expressed twenty years after the Fair, Paul P. Cret:

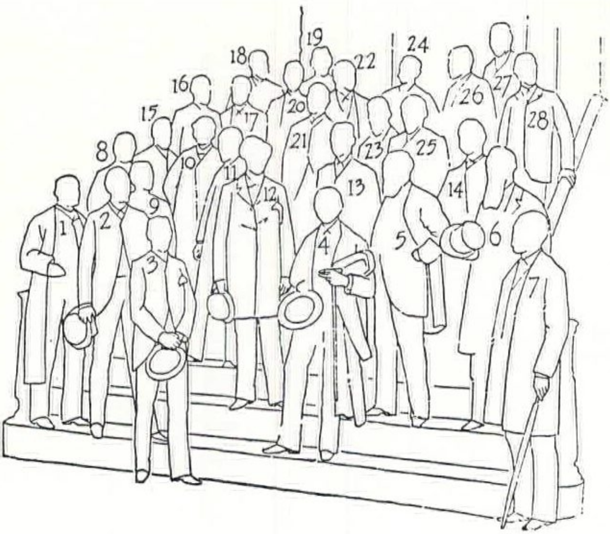
". . . Its planning and monumental character, based decidedly on Neo-Classic lines, mark a turning point in the evolution of architectural taste in the United States. It has set, up to our day, the standard of public buildings, at least in their exterior design."

No, the indictment of architects for the crime of what was alleged to be a step backward cannot be made a true bill. There are obvious difficulties in attempting to indict a whole profession, or even a large body of men unanimously dedicated to the task of bringing a people out of darkness into a realization of what architecture could be.

Succeeding conventions after '93 necessarily calmed down to a lesser impact: New York of '94 and St. Louis of '95 under the presidency of that giant personality, Daniel Burnham; a feature of the St. Louis gathering being the witnessing of a series of tests in the Washington University

AT THE CONVENTION OF 1883

The group gathered on the steps of the
First Baptist Meeting House, Providence, R. I.
A key is shown on the back of this page



1. Edward H. Kendall, New York
2. William G. Preston, Boston
3. George C. Mason, Jr., Newport, R. I.
4. John Moser, Anniston, Ala.
5. James W. McLaughlin, Cincinnati
6. David W. Gibbs, Toledo
7. Theodore M. Clark, Boston
8. Emlen T. Littell, New York
9. James Fludder, Newport, R. I.
10. Napolean Le Brun, New York
11. W. LeB. Jenney, Chicago
12. Thomas U. Walter, Philadelphia
13. C. A. Wallingford, Indianapolis
14. George Keller, Hartford
15. Henry W. Hartwell, Boston
16. Charles Crapsey, Cincinnati
17. George W. Cady, Providence
18. Thomas J. Gould, Providence
19. Warren R. Briggs, Bridgeport
20. Frank W. Angell, Providence
21. Edward I. Nickerson, Providence
22. Levi T. Scofield, Cleveland
23. Stephen C. Earle, Worcester
24. George H. Young, Boston
25. Oliver P. Hatfield, New York
26. Alfred Stone, Providence
27. H. Hudson Holly, New York
28. Henry A. Nisbet, Providence

laboratory recording the strength of a yellow-pine column 12″ square and a large beam of the same wood. Not very exciting.

Then a return to Nashville, perhaps in the faint memory of that Lucullan banquet of eleven years before. These conventions for many years consisted largely of the reading of papers written by authoritative members, dealing with such subjects as "Acoustics," "The Rational Designing of Flitched Beams," "Influence of Steel Construction and of Plate Glass Upon the Development of Modern Style." Dankmar Adler contributed the last-named, explaining that: "I wish to maintain that the steel pillar and beam, and other contemporary contributions to the materials and processes of building construction, that the modern business building and many other so-called monstrosities are as legitimate contributions to architectural art as were, in their day when first introduced, the stone pier and lintel, the brick wall or pier, the arch, the vault, the roofed temple, the vaulted basilica, the spire, and buttressed cathedral. All that is wanting is the will and the ability to make proper use of the newly discovered agencies."

This Nashville Convention and the one immediately following at Detroit were held under the presidency of George B. Post, and so great was the members' admiration and respect for him that the Detroit Convention of 1895 voted to set aside the provision of the Bylaws making a president ineligible for re-election after two years, continuing Mr. Post as President for a third year, at the end of which he presided over the 32nd Convention in Washington.

By 1899, when the 33rd Convention gathered in Pittsburgh, the delegate seems to have reached a new plateau of importance and respect. The Convention voted that a Committee on Credentials be appointed, to examine the credentials of delegates and alternates, to issue badges and to escort the delegates to the front rows of seats.

In December, 1900, The Institute, having acquired The Octagon, directed the House Committee to study the question of using the property for future conventions—a task that was to involve the membership in argument that rose and fell almost continuously during the next forty years, until the question was finally decided in the negative.

Reflecting, perhaps, the occasionally expressed thought that The Institute might be improved by opening its membership to men of the other fine arts, the 35th Convention, sitting in Buffalo, and impressed by the results of collaboration in the Exposition of 1901, resolved to invite one delegate from each of the National Sculpture Society, the Society of Mural Painters, American Society of Landscape Architects and the American Society of Civil Engineers. These delegates were to have all the privileges of the floor except the vote.

Observing the provisions of the Bylaws, apparently, which called for a meeting each year, but desiring to hold the Convention in the January following, a few of the delegates met at The Octagon December 15, 1904, and, "there not being a quorum," adjourned the Convention to January 11, 1905, at Hotel Arlington.

The reader may recall hearing the proposal that Institute officers be elected hereafter by letter ballot. He may even have heard the proposal more than once. Probably he may therefore be interested to learn that it was launched for the first time, so far as we know, fifty-two years ago. Then, and in its later manifestations, this form of election was found to be not in accord with the laws controlling New York corporations, of which The Institute is one. We could, of course, give up our New York charter and re-incorporate in the

District of Columbia, but the will to do so has not shown itself.

For some years prior to the 41st Convention in Chicago, the expenses of a convention were met by asking the chapters to contribute $10 for each delegate they sent. Then the dues had been raised from $10 to $15 for Fellows and from $5 to $7 for Associate Members; but the hope that this increased income would cover expenses of the convention proved a disappointment.

In 1910, The Institute gathered itself for a momentous decision. It would hold its Convention 'way out on the Pacific Coast. In spite of the fact that it was common practice in those days to count on special railroad rates to conventions, this was a daring move, for the great bulk of the membership lived east of Chicago. Meeting in that city, the architects and their wives were entertained by the Illinois Chapter, then embarked in a special train for the Coast. A leisurely stop-off was made in Denver, permitting an automobile ride and a banquet as guests of the Colorado Chapter. Then on west to the snowbound top of the Divide, where a welcoming delegation from the San Francisco Chapter decorated the car with spring-blooming plants, a mass of violets and carnations, and presented each of the ladies with a California bouquet. Sounds like a forerunner of the Rose Bowl celebration.

With the now traditional gesture of meeting in December and adjourning to January, the 44th Convention spent January 17-21 in San Francisco, then moved down the Coast to Palo Alto, Monterey and Santa Barbara, and on to Los Angeles for January 23-25 before returning to the effete East.

Whether it was this delightful experience, the passage of the U. S. XIX Amendment, or merely the normal growth of civilization, the Institute records show that the annual banquet on December 14, 1911 for the first time was graced by the presence of ladies, not as spectators merely, but as an integral part of the composition.

The broadening effect of travel seems also to be partly responsible for the participation by Institute members in the first of many travel parties. This one was a six-weeks "Greek Cruise," in the roster of which are found names familiar to most of us: Robert S. Peabody, Mr. and Mrs. D. Everett Waid, and Mr. and Mrs. Julian Clarence Levi.

Although Institute conventions had been held for forty years, the rules were constantly subject to revision: 1908—the requirement that all resolutions to be offered must go to a resolutions committee; 1908—the giving to ex-presidents and ex-vice-presidents attending the convention the powers and privileges of delegates; 1909—the granting to a delegate the privilege of voting proxies from his own chapter's absent delegates; 1912—all committee reports exceeding 1500 words in length had to be printed and distributed in advance, only a summary of such reports to be read at the convention by the chairmen of the committees; 1913—the Treasurer instructed to have printed for distribution to the delegates an annual budget and a report of The Institute's resources and liabilities; 1918—the Board itself to report for all committees. The last-named innovation inevitably raised the cry of "railroading," without opportunity for full discussion.

In spite of all these innovations, the Convention held firmly to the fundamentals. In April of the war year 1918, there was a feeling among the delegates that the Bylaws should again be set aside permitting the continuance in office of those whose terms were expiring. "Let's not change horses in the middle of the stream." Nevertheless, a motion to that effect was lost, and the presidency passed from Mr. Mauran to Mr. Kimball.

XIII
CONVENTIONS 51-89

One of the most popular features of Institute conventions is the ceremony of recognizing the newly elected Fellows by presenting them with their certificates—usually at the annual banquet. The ceremony has seldom met with complete satisfaction on the part of either the new Fellows or the audience. One time there is too much repetition of phrase; another, too many escorts; still another, a perilous plankway to be trod behind the head table. Usually, one has heard afterwards the comment: "We ought to be able to do that better." The convention that achieves a smoothly run and dignified ceremony will deserve a rating hitherto unachieved. In 1915 it was the custom to have each nominated candidate presented to the Convention by a Fellow. Rather embarrasing if the required Convention vote failed to elect. The 1913 Convention must have been disturbed by the possibility, for it requested the Board to provide some form of ceremony in which candidates would be presented for election by an officer of the Board or by a member of his own chapter, so that, after hearing the nomination speech, the members could vote on the basis of intelligent information.

It seems curious to us of the present generation, well satisfied to have our conventions scheduled for the pleasant weather of spring—even though reminded of the heat that New York provided in 1952—that December or January were preferred for a stretch of years before 1916. It was the 1916 Convention that thought better of it, and looked ahead over the blank year 1917 to Philadelphia's 51st Convention in the spring of 1918 that might show a rift in the clouds of war.

Yet it is recorded that the 52nd Convention at Nashville

Convention No.	Date Held	Where Held	President	Secretary	Treasurer
			Officers are listed with conventions at which they officiated, having been elected at the preceding convention		
	1917	None held	John Laurence Mauran	Wm. Stanley Parker	Dan Everett Waid
51	1918	Philadelphia	Thomas R. Kimball	"	"
52	1919	Nashville	"	"	"
53	1920	Washington	"	"	"
54	1921	"	Henry H. Kendall	"	"
55	1922	Chicago	"	"	"
56	1923	Washington	Wm. B. Faville	"	"
57	1924	"	"	Edwin H. Brown	"
58	1925	New York City	D. Everett Waid	"	Wm. B. Ittner
59	1926	Washington	"	"	"
60	1927	"	Milton B. Medary	Frank C. Baldwin	Edwin Bergstrom
61	1928	St. Louis	"	"	"
62	1929	Washington & N. Y. C.	C. Herrick Hammond	"	"
63	1930	Washington	"	"	"
64	1931	San Antonio	Robert D. Kohn	"	"
65	1932	Washington	"	"	"
	1933	None held	Ernest J. Russell	"	"
66	1934	Washington	"	"	"
67	1935	Milwaukee	"	Chas. T. Ingham	"
68	1936	Old Point Comfort & Williamsburg	Stephen F. Voorhees	"	"
69	1937	Boston	"	"	"
70	1938	New Orleans	Charles D. Maginnis	"	"

Convention No.	Date Held	Where Held	President	Secretary	Treasurer
			Officers are listed with conventions at which they officiated, having been elected at the preceding convention		
71	1939	Washington	Charles D. Maginnis	Chas. T. Ingham	Edwin Bergstrom
72	1940	Louisville	Edwin Bergstrom	"	John R. Fugard
73	1941	Yosemite Valley & Los Angeles	"	"	"
74	1942	Detroit	Richmond H. Shreve	"	"
75	1943	Cincinnati	"	"	Raymond J. Ashton
76	1944	Indianapolis (No quorum)	Raymond J. Ashton	Alex. C. Robinson, III	James R. Edmunds, Jr.
77	1945	Atlantic City	"	"	"
78	1946	Miami Beach	James R. Edmunds, Jr.	"	Chas. F. Cellarius
79	1947	Grand Rapids	"	"	"
80	1948	Salt Lake City	Douglas Wm. Orr	"	"
81	1949	Houston	"	Clair W. Ditchy	"
82	1950	Washington	Ralph Walker	"	"
83	1951	Chicago	"	"	"
84	1952	New York City	Glenn Stanton	"	Maurice J. Sullivan
85	1953	Seattle	"	"	"
86	1954	Boston	Clair W. Ditchy	Geo. Bain Cummings	"
87	1955	Minneapolis	"	"	Leon Chatelain, Jr.
88	1956	Los Angeles	Geo. Bain Cummings	Edward L. Wilson	"
89	1957	Washington	Leon Chatelain, Jr.	"	Raymond S. Kastendieck

differed from any convention within memory. An outsider might well have felt that he was attending a rather mournful requiem. The profession of architecture had found itself guilty of so many sins, both of commission and omission, that its members had come together in the one hope of being shriven. Just what these shortcomings were is not clear, but so strong was the feeling of guilt that the Convention voted a Post-War Committee to right its wrongs, and, by well over the two-thirds majority, authorized an appropriation of $10,000 for its use, the funds to be borrowed from the reserve.

Although the number of delegates had steadily risen in successive conventions until they numbered 200 in 1921—bringing on parallel sessions to meet a variety of interests—and the cost of holding a convention had risen to between $20,000 and $25,000, yet the representation of chapters was not so full as was thought proper—only 75% of the accredited delegates were attending. A method of equalizing the delegates' expenses was tried, and though it has not always been possible to appropriate the two to four thousand dollars that might make attendance easier for the more distant chapters, the idea has persisted.

State laws affecting corporations, especially the non-profit-making class, being not too strictly enforced, it is not surprising that by 1922 The Institute awoke to the fact that it had for some years strayed beyond the legal bounds established in its charter. That document provided for trustees, seven in number. Long since, The Institute had elected fourteen in its governing body and they were no longer called trustees. Some transgressions of law—fortunately this long series—are easily wiped off the slate by a single motion of the Convention, approving all acts of the Board of Directors or Trustees from the long-past date of the first mistake down to the present date. In an apologetic appearance before the

Court in the State of New York, Institute counsel sought and was granted the desired changes from the original certificate of incorporation dated 1857.

One would think that this experience would have directed some attention to the tangle existing in the Institute's Constitution and Bylaws. Fourteen years were to pass, however, before the rules by which The Institute functioned were scrutinized and put into order. The operation finally resulted in the amalgamation of Constitution and Bylaws in one document instead of two—the Constitution having been swallowed up in the Bylaws. This story is more fully told in Chapter II.

In May, 1923 The Institute for the first time called to its aid in convention the art of pageantry, and so successful was this 56th Convention, as designed by Howard Greenley and James Monroe Hewlett, that succeeding Boards seem never to have had the courage to risk comparison.

All the circumstances were favorable: Washington in May, the year's Gold Medal to be given to Henry Bacon, his Lincoln Memorial and its reflecting pool as an incomparable setting. Of the indoor sessions of the Convention nothing need be said. On the evening of the annual banquet, tables were spread beneath a marquise at the east end of the reflecting pool. Royal Cortissoz having voiced the country's tribute of appreciation to Henry Bacon; newly elected Fellows having been honored; architects, sculptors, painters, landscape architects and representatives of all branches of the art of building formed in procession along both sides of the pool. In a barge bearing on its mast a great yellow sail, showing in black the seal of The Institute, and illuminated by the fire on an Altar of Inspiration, were Henry Bacon, Daniel Chester French, Jules Guerin, President Faville, and behind them three musicians from the Marine Band. All were in colorful cloaks, such as the medieval guild members wore. As the barge moved slowly along the lagoon, drawn by ropes proudly held by architectural students from nearby colleges, the notes of Walther's Prize Song from the Meistersinger sounded from the muted trumpets of the musicians. Out of the mist enveloping the lagoon, the barge and its honor guard of guests, among whom were Institute officers past and present, chapter officials bearing banners, moved majestically towards the Lincoln Memorial, its great seated figure silhouetted against a violet-lighted background. Waiting at the foot of the white marble steps, flanked by the tripods of incense-burning braziers, and ready to bestow the greatest honor within The Institute's power to give, stood the President of the United States and the Chief Justice of the Supreme Court—the Honorable Warren Gamaliel Harding and the Honorable William Howard Taft.

But the occasion is much better described by one who witnessed it, Charles H. Whitaker:

". . . No light in the sky competed with the lighting of the Memorial and the groups of costumed figures and the gay banners of the chapters—the wonderful gay banners without which the thing could not have been done. The silence was magnificently impressive. The splendid note set by the barge and the procession grew ever more splendid up to the very culmination. The inner lighting of the Memorial itself, as well as the soft luminosity in which its outer walls were clothed, gave that exquisite pleasure that borders so closely on the realm of pain. The picture was too perfect to remain—except as a shrine in the memory of those who were fortunate enough to see it."

And as the ceremony concluded with the Marine Band playing the National Anthem, a single star shell soared from the rear of the Memorial and traced its majestic curve eastward in the sky, to lose itself in the mists.

Is it any wonder that this pageant has been regarded as The Institute's pageant to end all pageants!

In sharp contrast was the 57th Convention of 1924, also held in Washington. The Institute stood shocked in silent tribute to three giants who had passed from the scene: Henry Bacon, February 16, in the fifty-eighth year of his life; Louis H. Sullivan, April 14th, at the age of sixty-five; Bertram Grosvenor Goodhue, April 24th, at the age of fifty-five.

It would seem that Ralph Adams Cram was bitter and depressed in the loss of his former partner, when he spoke to the Convention on the subject of "Precedent in American Architecture":

"There is no longer a vital, inspiring directing energy in the world that achieves its outward showing in great part through its sensitive agents, the architects and other artists. Since this is so, it is a great mistake for us to think that we are big enough in ourselves to contribute what the Zeitgeist withholds. If you want plain speech, we are not big enough men to do it. We are not great in the sense in which the master builders of Athens and Constantinople and Venice and Burgundy and Spain and the Ile de France and England and Flanders were great. We know more than they, infinitely more, except as to what things are worth knowing."

H. Van Buren Magonigle read an address on the same subject which was, in the opinion of the writer, a powerful factor in turning the profession's habits and thinking from the eclectic to the analytic, and thus to the development of a rational architecture for this country in this era.

Magonigle called his paper, "Plagiarism as a Fine Art." One of the many pungent paragraphs was:

"If I had my way, I should substitute for certain unpopular amendments of the Constitution one forbidding the use of books and photographs to any architect after ten years' study of precedent and tradition in school or office."

By 1925, radio had become a new and effective tool in the field of communications, and an efficient convention committee, spark-plugged by Richmond Shreve, obtained the broadcasting by WJZ and WJY of a daily program telling of the happenings on the floor of the 58th Convention in New York City.

The marble panel in The Institute's headquarters in which are incised the names of Gold Medal winners has puzzled many visitors who question the recording of two medals conferred in 1925. In 1924 the Gold Medal was voted to Sir Edwin Landseer Lutyens, but he was unable to come over for that Convention, so the actual presentation was planned for the following year. For 1925 the Medal was voted to Bertram Grosvenor Goodhue. After his tragic death in April Mrs. Goodhue graciously consented to receive his Medal on the same occasion as the belated presentation to Sir Edwin on April 24, 1925.

In speaking of Bertram Goodhue some years after his death, Harry Cunningham, who had worked for and with the man he called Master, said in part: "Only about six years elapsed between his joining one office as office boy and his entry into another firm—one of the most distinguished we have ever had—as partner. He said that he learned all he knew about architecture in those six years."

The last building of Goodhue's to be completed was the National Academy of Sciences—almost within a stone's throw of The Octagon. A few days before he died, Goodhue with his close friend and collaborator, Lee Lawrie, went to look at the Academy's bronze doors. Lawrie recalls Bertram Goodhue's comment—almost his last words:

"I think the doors are very fine, but I wonder if we were not too afraid, too elaborate. Life, you know, is getting very terrible and very complex, and art should not be that. I have a scheme in my mind for a building that will not contain a single frill."

The Institute, in 1926 in the procedure followed at that time, determined at one convention the recipient of the Gold Medal and presented it to him at the convention following. Mr. Howard Van Doren Shaw, on his way from the South to the 1926 Convention, where he was scheduled to make an address, left the train at Baltimore and entered a hospital. This news reaching President Waid, he turned over the chair to the Vice-President and asked the privilege of making a motion. Telling the news of Mr. Shaw, he moved the resolution suggested by the Board, awarding the Gold Medal to Howard Van Doren Shaw. It was carried unanimously. That was on the morning of May 6th. On May 7th, with the Convention still in session, word came from Mrs. Shaw that her husband had died in the night—the eve of his fifty-eighth birthday. Fortunately, Mr. Shaw had been told of The Institute's action, and, weak as he was, smiled and said, "I am pleased." Those were his last words. Mrs. Shaw received the Medal at the next Convention, to be treasured by herself and the children.

In the two years following, 1927 and 1928, The Institute worked itself into a fever on the subject of collaboration. The 60th and 61st Conventions, under Milton Medary's presidency, devoted their evening sessions to symposiums under the chairmanships of C. Grant La Farge and J. Monroe Hewlett. The sculptors, mural painters, landscape architects were the guests of honor and the chief speakers. Result, as before and since after such discussions, collaboration was unanimously approved, though not much was done about it.

In her bid for a bigger and better convention in 1929 The Institute teamed up with The Architectural League of New

York and engaged Grand Central Palace for what at that time was the largest exhibition of architecture ever undertaken in this country. Again Howard Greenley and J. Monroe Hewlett designed the setting. The Convention itself was a two-city affair, meeting in Washington for the routine sessions and coming to New York for the banquet at the Roosevelt, followed by the opening of the exhibition. Grand Central Palace had long been effective in breaking down the sales resistance of the prospective automobile purchaser; perhaps it would ease the architect's way with his clients.

Then came the Depression . . . The victory of mind over matter was not triumphant, it was tragic. After two years of it, if architects were not selling apples on street corners they were attempting practically anything and everything else. The "fall-out" from the profession will never be known in accurate measure, but it must have been large indeed.

The 64th and 65th Conventions were held in San Antonio, 1931, and in Washington, 1932, but 1933 was a blank—no money to hold a convention, no money for the delegates to reach it even if it were held. The problem of regional directors whose terms expired in '33 was readily solved by having the regions elect their new directors and the incumbents resign. Officers continued to serve until the close of the next convention, when their successors should be elected, Ernest Russell serving the traditional second term of his presidency. Committees were instructed to continue their work during the blank year and report to the next convention.

By the spring of 1934, the membership had survived the knock-down count and was again on its toes and eager to go. President Roosevelt presented the Gold Medal to Ragnar Őstberg in a ceremony in the East Room of the White House, remarking that if, as a young man, he had to do it all over, he would seriously consider the profession of architecture.

Becoming more clear every day, with all the talk of a code for every industry, and necessarily for the architects, the unification of the profession had become a necessity. A committee was working hard at agreement as to details, but there were many hurdles in the path.

Came and went the 67th Convention at Milwaukee, when one remembers only that the daily rate for a single room and bath at the Hotel Schroder was $2.50. Then came the 68th Convention, eating and sleeping at Old Point Comfort —not to forget the 600 mint juleps of the President's Reception—with daily journeys to the unfinished restoration of Williamsburg. And still there continued the efforts to find a formula for unification of the profession into one national, all-embracing organization. Two of the convention fruits are worth mentioning: the granting by the Board to chapters of a new system by which proxies of non-attending chapter delegates could be entrusted to attending delegates of any chapter; and the somewhat belated realization that our Constitution and By-laws should be brought into conformity. Then came the delegates and members to Boston, and the atmosphere of respect for our national heritage induced the resolution—to be reaffirmed twice in later years—that The Institute register its opposition to any material alteration of the central portion of the U. S. Capitol, either in form or material.

The Boston Convention of 1937 was responsible also for electing Charles Donagh Maginnis president of The Institute. Many are the folk tales of Maginnis' mastery of the spoken word, or of his utter bafflement by Robert's Rules of Order. Richmond Shreve called Maginnis "the casual exponent of the unattainable in the art of speech."

In accepting the office, Mr. Maginnis seized the opportunity of expressing his opinion of contemporary efforts at architectural design:

"I wonder sometimes how long we can be content to live with the new austerities, but as austerities are good for the soul may it not be that this is a Lenten time for architecture, when it has chosen to shed the pomps and the vanities for a time to sit contemplatively in its skin."

Whether the visitors to the 70th Convention came to hear more of Maginnis or to see more of New Orleans, the attendance broke all previous records excepting 1925 in New York, reaching seven hundred persons, who spent all of the spare time enjoying the never-failing charm of Vieux Carré.

Nineteen thirty-nine was notable for at least two things: for the first time in a number of years the Board was able to appropriate $2,000 towards equalizing the delegates' expenses to the Convention; and in Baltimore was held a Regional Conference consisting of officers and members representing seven out of the ten chapters of the Middle Atlantic District. Edmund R. Purves, then a Regional Director, presided, and an activity was launched that has gained materially in acceptance and importance through the ensuing years.

The 71st Convention brought President Maginnis to Washington, where he expressed a fear that should not have occurred to so great an orator:

"I have a perhaps morbid dread of inviting the sort of discomfiture that must have come to a famous statesman when he was accused of being intoxicated by the exhuberance of his own verbosity."

The memory of Louisville's Convention of 1940 must be chiefly of a delightful horse show in the rain and a bus ride

From a photograph colored by H. M. Bonnell

THE PAGEANT HONORING HENRY BACON

At the 1923 Convention in Washington,
May 18, described on page 145

back to town with the riders setting a new high record for mint-julep-induced song.

And then came the 73rd, when Clair Ditchy unexpectedly presided in the absence of President Bergstrom from the final occasion of his second year — in the incomparable Ahwahnee of the Yosemite Valley from Friday, May 16, 1941 until Monday afternoon, when the assemblage left by motor to entrain at Fresno for Los Angeles. The annual banquet and Fellowship ceremony was held in that City with abundant opportunity for sightseeing within the motor range.

In opening the 75th Convention in Cincinnati, President Shreve urged the continuation of the policy of encouraging state associations and their affiliation, and unceasing work toward the ideal of unification. "When two years ago we met at Yosemite it was in a setting unsurpassed for beauty and splendor, but under a depressing realization that not all was well with The Institute. For two years we had encountered operating deficits, a smaller figure in '39 but a staggering $20,000 in 1940. Our reserve fund was all but exhausted; our membership had in ten years lost ten percent; we were in debt for the first time in years, and the management of Institute activities had been largely removed from the direct control of the corporate members."

But in spite of these jeremiads, the inherent vigor of The Institute was a fire not easily quenched. The Board appointed C. Julian Oberwarth a staff member with the title of Membership Secretary, to travel the chapter circuit. In a few months he had visited 62 chapters and sown the seed which, with the unification effort finally launched in 1945, sprouted to start a membership climb which is graphically recorded on page 30, and that sharp upward turn still shows no sign of hesitating.

It is a fact worthy of note that the most significant action taken by The Institute in its first century was the putting into effect of the unification movement. It had been discussed for more than a decade and in principle had been accepted by the conventions of '42 and '43, but it fell to the lot of the greatly restricted Atlantic City Convention of 1944, with its fifty delegates, to adopt the resolution putting into effect the revised Bylaws as of April 25, 1945.

The Board had planned to hold the Convention of '47 in Bermuda. The two days on board the *Monarch of Bermuda*, both going down and coming back to New York, would have given time and place for all the Convention sessions, leaving two days in Bermuda for an unusually pleasant recess. Word came in December, 1946, unfortunately, that the *Monarch's* refitting, then under way, would keep her out of commission until November of 1947. It gave all too little time to plan instead for holding the 79th Convention in Grand Rapids. A furniture show, a convention of the Association of Lady Bowlers synchronizing with ours at the same hotel, and the home-ground appearance of Roger Allen—not necessarily in that order—are the things most clearly remembered.

We are reminded that the historian has a duty to perform as well as a memory of pleasant recollections to exercise. Very well: in 1948 the Board had appropriated $3,500 for aid in the equalization of delegates' expenses. The Board also appropriated $1,000 to help defray the expenses of students attending from the architectural schools within reach. But that surrounding range of snow-capped mountains, the flowing of mountain water through the clean streets of Salt Lake City, the early-morning breakfast up one of the canyons, the Starlight Roof of the hotel are much more vivid memories to record.

And then Houston in 1949, when The Institute gave Frank Lloyd Wright the Gold Medal and heard him open his speech of acceptance with "Well, it's about time!" and close it with "That's enough, isn't it?" For the opening of the fabulous Shamrock Hotel practically all Hollywood had been brought down. The meeting of all this glamour with a herd of Texas oil barons brought an impact that numerous publicity men made every possible effort to have heard round the world. In such an environment of tumult, a political uprising manifested itself in the Institute elections. A slate was drawn up with the avowed purpose of throwing the rascals out of The Octagon and giving control back to the peepul. Politicking at Institute conventions is a strange intruder to be found in these uniformly harmonious meetings, and, after the rebuff of the election returns, will perhaps not occur soon again. Statistics? Ah yes, the total registration—delegates, members, associates and guests—1296. The Board's provision of funds for the equalization of delegates' expenses hit a new high of $5,500, paying one-half of the round-trip transportation expenses of one delegate from each chapter. And again the $1,000 help for the attending students from nearby schools.

The Convention of Washington, '50, Chicago, '51, with its night-club show as one feature and the interminable journey to the banquet along the Navy Pier in the rain for another; New York, '52, with its record attendance of 2,010 (exclusive of exhibitors and press) and its higher record of heat; Seattle, '53, with its memorable day in the high timber; Boston, '54, with the dinner at the Pops and a new ruling as to convention voting. Henceforth it was ordered to be either: 1) by voice vote; 2) at the discretion of the chair or upon the request of one delegate, a standing vote may be ordered; 3) by roll call, upon request of one-third of the delegates voting or as required by Bylaws; 4) by secret ballot in any manner so required by the Bylaws. No other method of voting is to be permitted. Thus was an effective road block set against the temptation to call for a roll call vote, thus delaying sessions for at least half a day.

Minneapolis and Saint Paul will long be remembered for the spectacular icecapade in which a local skating association furnished the super-professional talent while Institute delegates, members and guests were served dinner around the big horseshoe.

And finally Los Angeles in '56, with a Hitchcock premiere in Grumann's Theater, the City's spiderweb of freeways, and its intimate hospitality. Your Washington hosts in '57 can but hope that you will find in the Centennial Convention some things that will give you delights such as we have all enjoyed through our attendance of Institute conventions.

XIV
INTER-SOCIETY RELATIONS

IN SPITE OF our more recent realization that Europe is but a few hours' hop from the United States and that many of us regard an absence from the office an easy matter to arrange, it may surprise us to learn that attending a meeting of the International Congress of Architects was far more common a half century ago than it is today. The five or six architects who take in these meetings, out of our present membership of over 11,000 were outnumbered two to one in 1900 when ten members accompanied the accredited delegates from the United States to Paris. Madrid did not look too far away to the seven who attended the meeting there in 1905, all appointed official delegates by Secretary of State Hay. In 1906 the American Committee of Patronage for the VII International Congress in London included, besides the Secretary of State, the Secretary of War, the Ambassador to great Britain and Senator Newlands, twenty-three architects, painters and sculptors and the presidents of The A.I.A., the Architectural League of America, the National Academy of Design, the National Sculpture Society and the Society of American Artists. That was merely the official delegation; in all there were forty A.I.A. members present at this meeting of nearly 1700 architects. At the VIII International Congress in Vienna six delegates attended, and George O. Totten, Jr. responded for The A.I.A. in German. By 1911 we had begun to slow down, for the Secretary of State accredited only eight members of The Institute as delegates from the United States.

The more one reads of the activities of The Institute's earlier years the more convinced one becomes of the hairy adage, "There is nothing new under the sun." Take Modular Measure for instance. When did its logic first occur to

The Institute—ten years ago? Twenty? Fifty? No, ninety years ago the Board of Trustees awoke to the possibility of having the brick-makers agree upon a uniform size of bricks. It must have seemed a fairly easy agreement to bring about, for the Board casually appointed a committee and gave it instructions to "take steps to effect the object." Evidently the steps have been short and also far apart.

One would have supposed that the building materials manufacturers' output of advertising "literature" was only now, in 1957, reaching the crest of an engulfing wave that threatens to distract the architect's attention entirely away from the practice of architecture. Forty-five years ago the Convention of 1912 was convinced that the crest had then been reached. A committee was appointed to confer with the manufacturers with the aim of bringing about: 1) a reduction in the amount of such advertising; 2) the standardization of such advertising in card form of uniform size for filing; and 3) an agreement that complete catalogs should be sent to architects only upon their request. Vain hopes—the first and third—but the second aim was the forerunner of The Institute's Standard Filing System and Alphabetical Index, which a lot of labor and tardy funds finally made possible of publication as Document 172.

The Building Products Register, a project now being explored in a pilot study, had its prototype in 1913, when The Institute adopted a Bureau of Technical Service. It had been devised by one of the Institute members for his office use in correlating facts which could be put at the disposal of the specification writer. To have succeeded then it may have needed only the means and power that The Institute can now put behind it.

One effort in collaboration with an outside organization brought mutual benefits from the start. In October, 1914 The Institute's standing Committee on Contracts and Specifications met in Philadelphia with representatives of the National Association of Builders' Exchanges. As told in Chapter VIII, they drew up a revised form of the agreement and general conditions which has become, with minor revisions, the standard front matter of specifications from that day to this.

In the years of World War I, naturally, there were many phases of teamwork with other organizations. In 1918 The Institute accepted the task of initiating a national conference to which representatives of all factors in the building industry were invited. The job of meshing its gears for smooth and more effective operation was to be planned and then quickly accomplished.

The Institute's Committee on Structural Service guided a better coordination and correlation of our own activities, and more particularly our closer cooperation with departments of the Federal Government, of the states and municipalities, and with affiliated organizations, looking to higher ideals and accomplishment in providing for the health, safety and comfort of all occupants of shelter. As an example of the extent to which this movement was carried, The Institute's Committee on Materials and Methods had a Subcommittee on Moldings, and corresponded with woodworking mills throughout the country in the effort to improve the design of stock moldings. The Institute even became rather deeply involved in union affairs as an umpire in jurisdictional disputes.

Once accustomed to the habit of collaboration with other organizations, new paths opened invitingly. A conference on Better Advertising to Architects brought the suggestion that the Board of Directors form what was called a Producers' Section of our Committee on Structural Service. Another proposal would have a Fine Arts Committee appointed by the President, with the duty and responsibility of developing a continuous program for The Institute lest it stray too far from its traditional path.

Standardizing building materials offered a wide field of effort, and The Institute's Scientific Research Department was quick to accept its challenge. The lumber market soon showed a rather advanced degree of standardization through the device of branding the product, but before long the smaller mills evidently thought this too much trouble and omitted branding. Even the architect's weapon of specifying only branded lumber could not control this country's enormous production; so today some lumber boasts of its family tree, some does not.

Although the Convention of 1926 was sufficiently standard-minded to vote that when any public building is authorized, a certain proportion of the money allocated for its design and erection should be set aside for decoration in the form of sculpture and painting, perhaps the slight resemblance to regimentation prevented the measure's general adoption.

The flow of Institute experience and technical knowledge outside of its own bounds was not always an outright gift. For instance, certain services rendered through the Structural Service Department to the Producers' Council have been paid for by the Council in accordance with a contract between the two organizations that is periodically reviewed and revised. The start of this collaboration dates from about 1925 when the Producers' Council was formed as an affiliate of The Institute to facilitate the exchange of thought and means for improving the standards of the materials and services that make tangible the architect's visions. Council clubs throughout the country constitute an effective means at the Institute chapter level of helping to advance the closely interwoven aims.

The fervor of World War II years engendered a whole flock of organizations—the Construction League, of which The Institute was one of fourteen constituent members; the Code Committee of the Construction League, Stephen F. Voorhees, Chairman; the Construction Code Authority under the same able chairman; The Institute's own Code Committee; the U.S. Housing Authority under Nathan Strauss. Like the N.R.A. and the Blue Eagle, these movements seemed no sooner launched and established at desks, than the war was over, the emergency staffs dispersed, and the desks hauled away to secondhand furniture warehouses.

After years of traveling to overseas meetings of the International Congress of Architects, the members of The Institute were to be hosts of the XV Congress in Washington. The date had been set for September 24-30, with the 71st Convention meeting synchronously. But war intervened and the Congress was called off, with some of the foreign delegates already on their way or even here. We seemed fated against acting as hosts to our confreres abroad: first we couldn't; then we thought we could, but didn't; and since then we have thought we couldn't—and didn't. The impression here that we cannot afford the expense continues; we are too poor. Other governments gladly pick up the tab for these good-neighbor events; our own Government is more frugal; it prefers saving the pennies and giving large gobs of economic aid to these other governments.

In contrast, The Institute's efforts in the domestic field have been conspicuously unfettered. The chapter on Education tells of these efforts and the funds to further them so freely offered by individual donors and the Carnegie Corporation. To The Institute's credit as a collaborator for good are its work with the ACSA and, joining with it and the National Council of Architectural Registration Boards, the establishing of the National Architectural Accrediting Board, and the Survey of Education and Registration.

Looming large in importance among its inter-society interests are the liaison connections under the care of Technical Secretary Coe. There are more than 100 of these technical committees engaged in the formulation of material standards, test procedures and building code requirements. Separate and joint sponsorships are by the American Standards Association, the American Society for Testing Materials, the National Fire Protection Association, and the U.S. Department of Commerce through the National Bureau of Standards. There are joint committees with Producers' Council, the American Society of Civil Engineers, the National Society of Professional Engineers, the National Association of Home Builders, the Associated General Contractors of America. In 1951 The Institute took the lead in forming a Joint Committee on the Design Professions, in which are official representatives of the civil engineers, the planners, the electrical and mechanical engineers, the landscape architects and the architects.

Probably the most effective voice of the construction industry for a time was the Subcommittee on Construction Mobilization of the U.S. Chamber of Commerce. Institute President Ralph Walker was its first—and last—chairman in 1951-'52, for it had served its purpose.

This chapter necessarily could be little more than a list of organizational names. It must be apparent, however, if one looks at the forest rather than the trees, that in this multitudinous burden The Institute shoulders, the individual architect's inherent responsibility for the safety and good health of society in its shelter is lifted in large part from his shoulders to be even more effectively discharged by his professional society.

XV
OUTSIDE INFLUENCES

WHAT THE INSTITUTE HAS BEEN and what it has done to itself is really less important than what it has done for society generally. It has required thirteen chapters to record how The Institute grew up, one short chapter to tell of our collaboration with other professional and business organizations, and now there is only this one chapter left to tell what Dr. A.I.A. has done for his patient client the public.

Even though The Institute's first meetings have been likened to those of a mutual admiration society, the New York public seemed not in the mood for having all that wisdom closeted for the benefit of its owners. The New York Legislature soon found a way of bringing it out; it passed a law making a committee of the architects responsible for reporting unsafe structures to the Superintendent of Buildings. That gentleman did not always agree with their findings, and tried ignoring them. One or two cases carried into the courts, and resulting in court orders to raze the buildings in question, soon convinced the Superintendent that these men meant what they said.

Before it had acquired sufficient membership, one would think, to be ready for the responsibility The Institute was summoned to the support of the municipal government in Boston. For the latter city, and in fact for the state of Massachusetts, the Boston Society of Architects, before it became a chapter of The Institute, drafted the original building law during 1869-71. The Society became a chapter of The A.I.A. in 1870. Twenty years later the building law was revised for Boston's more complex needs and again the City sought help—this time not from the chapter but by appointing as one of the three commissioners to draft a new law one of the chapter's most prominent members. The

Boston Society of Architects was evidently regarded as the authority in matters of civic beauty for, by a law of 1860, no statue, fountain or other work of art could be placed in public squares, parks or buildings without the approval of the president of the Boston Society, a chapter of The A.I.A. Members of the chapter were given special privileges at the Boston Public Library and the Museum of Fine Art. The Chapter was also drafted into teaching at M.I.T. by being asked to criticize the monthly projects of the students.

After the disastrous fires of Boston and Chicago, the authorities felt that, for some mysterious reason, the mansard roof was, if not actually responsible, at least contributing to the passage of fire from one building to another. The architects should know, or could find out, so a committee of three was asked to study the problem and report as to how these mansard roofs could be made fireproof.

Whether these events over-convinced the architects of their own professional infallibility, or whether the long halted construction of the Washington Monument in the Capital was more discouraging than we can now imagine it, the action of the 10th Convention in 1876 can be made credible only by direct quotation from the Proceedings:

"Inasmuch as the original design of the Washington Monument is unworthy of the spirit of the architecture of an enlightened and civilized people, it is

"Resolved by The American Institute of Architects, assembled in Convention in Philadelphia:

"First, That the completion of the said Monument on the original plan, or upon the plan now proposed for the same, is to be deprecated.

"Second, That there be a Committee of The American Institute of Architects to confer with the Commission which has been charged with the completion of the Monument, and that the Committee be instructed to recommend that if it be completed the Commission shall, so far as in their power, further the selection of some different and suitable design to which it may be made to conform."

It needs no argument to convince the reader that one of the young Institute's real concerns was that its greatest potential client, the U.S. Government, designed and built practically all its public buildings itself, through the Supervising Architect's Office in the Treasury Department. Even though the Supervising Architect of the time, 1875, William A. Potter, happened to be an eminent member of The Institute, and even though he heartily supported The Institute's contention that public buildings should be designed by private practitioners, the Government's bureau confining its activities to programming and possibly supervision, it was not until 1897 that the Tarsney Act brought partial acceptance of The Institute's contention. More of what the Act did and what it could not do is told in the Chapter IX.

One request from the Government of the State of New York met with a rather surprising reply. The State had suggested that, in company with other experts, The Institute revise the building laws of New York City. An Institute committee considered the request and, instead of saying "Thank you for your faith in us," recommended the complete separation of The Institute from the building laws, either in authorship or administration. The architects felt that it was their function rather to assume full responsibility for the structural integrity of buildings erected from their designs and under their supervision. In their view all laws governing the erection of buildings should be abrogated, with the exception of those holding to strict accountability, under penalty of fine and imprisonment, the architects, contractors, mechanics and the owners who, assuming technical knowledge which they did not possess, attempted building without benefit of architect. In a word, society creates experts in the several fields of its activities. Presumably these experts are chosen because they know more of their particular subject than any other members of society. Then why hedge them around with rules made by men of lesser knowledge? They have the knowledge; let society protect itself by assigning to them complete responsibility. This chronicle scarcely need inform the reader that, to date, society has not bought the idea.

If The Institute's standing did not command society's absolute trust in technical matters, perhaps its members could broaden society's viewpoint in the realm of what at the time was called Morals. Society had first blushed, and then banished from the City the sculptured figure of Diana with which Stanford White had crowned the Madison Square Tower. After a short period of retirement Diana reappeared above the dome of the Agriculture Building in the World's Columbian Exposition. As President Kendall said in his annual address to the Convention of 1893: "Chased from New York, we still find her chaste in Chicago as in mythology."

In the realm of mathematics our society evidently has thought no more highly of architectural judgment. On at least three widely separated occasions the Institute has urged the adoption of the metric system or at least the "decimalized foot" (instead of 1′-6″, 1.5′).

Meeting a more cordial reception were The Institute's suggestions in connection with the plan of Washington and the architectural treatment of its important buildings. Here at least, the judgment of the architect was more difficult to ignore. When in 1900 it was proposed to enlarge and embellish the White House, a plaster-model had been made under the direction of the Capital's Boss Bingham, possibly at the suggestion of Mrs. Harrison. The scheme was so obviously a desecration of James Hoban's architecture that The Institute's emphatic protest drove the model to some Washington cellar where by this time, probably, it has properly disintegrated. Instead, the task of adapting the White House to its growing needs was entrusted, in 1903, to McKim, Mead & White.

The Convention of 1900 in Washington was designed not only as the 34th annual meeting of The Institute but also as a public platform from which to sound a call to the people of Washington and the members of Congress to make our Capital more like the vision its founders had had—the most beautiful capital in the world. The plea did not go unheard, for in 1901 the Senate instructed its Committee on the District of Columbia, Senator James McMillan, chairman, to bring up plans for the development of the entire park system. Meeting with this Committee were Institute members, suggesting a committee of its own to offer aid. The suggestion was accepted, and Daniel H. Burnham and Frederick L. Olmsted were appointed, with power to add others. They named Charles F. McKim, and this trio of giant personalities marched to the victory confidently expected of them. With the sympathetic cooperation of Senator McMillan there was produced what has come down through the intervening years as the McMillan Plan of 1901 for the development of Washington—a logical descendant of the basic L'Enfant plan. Twenty-five years later, Congress passed an act creating the National Capital Park and Planning Commission (the "Park and" has since been deleted from the title) to continue the work inaugurated by the McMillan Commission.

The prestige and influence of The Institute reached in the decade of 1900-10 a plateau in its first century which, to this historian, can best be likened, in its properly reduced scale, to the period of the Renaissance in Italy as a high point in architectural history. In both cases the human race produced a few individuals of exceptional intellectual stature, and circumstances brought these giants together to achieve great things. These achievements were so many and so varied that this chapter can do little more than list the more important ones, leaving to the scattered writings of those days a source for what may yet be gathered into a definitive history of architecture and its allied arts in this century's early years.

The Senate's evaluation of the architects' judgment in the matter of a plan for Washington is indicated by its publication as Senate Document 94, 56th Congress 2nd Session, with papers by Cass Gilbert, Paul J. Pelz and George Oakley Totten, Jr., and by its acceptance of the architects' advice to have a commission prepare plans for a park system and location of future public buildings.

President Peabody pointed out that numerous protests by chapters, objecting to permission having been given the Pennsylvania Railroad to cross the Mall, were of no avail until The Institute focussed the country's attention upon the whole plan of the Capital.

Burnham, when offered the commission to design the Pennsylvania Railroad Station, remonstrated with the railroad's president, Alexander J. Cassatt, arguing that the station as proposed would seriously mar the Capital's future plan. Cassatt replied that some other architect doubtless would be glad to make the plans if Burnham refused. Brought to Washington and led to the terrace of the Capitol's West front, Cassatt was given a vision of the future city in which the Mall was to be a vital element. He turned to Burnham and said, "You need not go on with the development of those plans yet." Soon after that, Burnham's commission of giants met Cassatt in London. The railroad man said, "I have, on consideration of this whole business, come to the conclusion that the Pennsylvania Railroad is not big enough to stand in the path of the United States." Congress was persuaded to grant permission for a tunnel under Capitol Hill, so that the southern railroads could reach the site of the present Union Station—a fitting gateway to the nation's Capital. Charles Moore, long president of the National Commission of Fine Arts, expressed his amazement and delight in finding Burnham's persuasive powers strong enough not only to have the Pennsylvania Railroad relinquish its strategic position on the Mall but also to have them build Union Station as a contributing element in the legislative group dominating the Capital.

The Institute leaders were not content to confine their efforts to Washington. So that more of the public would catch the vision, and probably pass the word to their representatives in Congress, illustrated lectures were arranged in Boston, Philadelphia, St. Louis, New Orleans, Denver, Buffalo, Harisburg, Providence, Jersey City, Baltimore, Seattle, Los Angeles and Cleveland. Daniel Burnham, F. L. Olmsted, Charles Moore and Glenn Brown found new outlets for their dedicated enthusiasm on lecture platforms. In addition to its lecture, Pittsburgh was warned, through her Commissioners of Allegheny County that the proposed addition of three stories to Henry H. Richardson's Court House constituted an act of vandalism on one of her best architectural treasures.

As evidence that it was not only the eyes of America that were watching the efforts to create a better Capital, the Royal Institute of British Architects awarded their Gold Medal to Charles Follen McKim.

The threat of reducing the Mall width from 890′ to 600′ in the interest of economy was met head-on. Secretary of

War Elihu Root listened to The Institute's argument and said: "When a capable expert commission has carefully considered and reported upon a measure, I believe in following their recommendations . . . I therefore beg leave to disapprove of the recommendations of the Commissioner of Public Buildings and Grounds, endorsed by the Chief of Engineers, and request that my endorsement be brought to the attention of the President of the United States," and that was that.

The Mall seemed never safe. The new building for the Department of Agriculture was staked out to encroach upon land reserved for the Mall. "A little more or less in width will not matter." It mattered enough to send Burnham's group right to President Theodore Roosevelt whose word countermanded the orders of his own Secretary of Agriculture.

Then came the Annual Dinner of 1905, which brought together what was probably the greatest number of nationally known persons ever assembled, up to that time, in America. Fortunately the published seating list remains, of which a portion follows:

President Theodore Roosevelt
James Cardinal Gibbons
The Hon. Elihu Root
The French Ambassador
Mr. Justice Harlan
Dr. Nicholas Murray Butler
Edwin H. Blashfield
The Hon. Whitelaw Reid
Alexander J. Cassatt
Senator Dryden
Daniel C. French
William Barclay Parsons
Speaker Cannon
Augustus Saint-Gaudens
J. Pierpont Morgan
Edward MacDowell
Senator Newlands
Lieut.-Gen. Chaffee
Henry Siddons Mowbray
Bishop Satterlee
Senator Cockrell
Charles Emory Smith
Brig. Gen. Albert L. Mills
Charles Dana Gibson

Finley Peter Dunne
Thomas Nelson Page
D.C. Eng.-Comm'r Biddle
Samuel Spencer
Herbert D. Hale
Francis A. Bacon
Silas McBee
Dr. Richard Rathbun
Charles L. Freer
John La Farge
Henry James
James Knox Taylor
Charles Custis Harrison
Rollo Ogden
Norman Hapgood
A. M. Low
(London *Times*)
Frank D. Millet
Charles Moore

To this list, of course, should be added the names of the architects of that day, with President William S. Eames presiding. It contained many names well known to the profession of our day: McKim, Peabody, Post, Pond, Mundie, Mauran, Waid, Brunner, Walter Cook, Coolidge, Cass Gilbert, Cram, F. M. Day, Rantoul, Whitney Warren, W. A. Boring, F. C. Baldwin, Stanford White, B. S. Hubbell, W. G. Nolting, Carrère, Klauder, Pope, Kelsey, Kohn, Kahn, Freedlander, Atterbury—the list is almost endless, but of that gathering over half a century ago, only three remain: John V. Van Pelt, Nathan Wyeth and the writer.

The purpose of the dinner, and its achievement, was the registering of definite official approval of the idea that the era of day-by-day expediency in building the National Capital had come to an end; from that day forward Washington should be developed and made beautiful by the best minds this country could muster. The addresses of the President, the Speaker of the House, Cardinal Gibbons, Secretary Root, Mr. Justice Harlan, Augustus Saint-Gaudens, Dr. Butler and John La Farge gave emphasis to this great aim.

Incidentally, Secretary Root's announcement at the dinner that Mr. J. P. Morgan and Mr. Henry Walters had each given one hundred thousand dollars toward the endowment of the American Academy in Rome removed the last obstacle hindering the passage of the bill to charter that project.

The 50th anniversary, 1907, seemed a suitable occasion for following the pattern set by the R.I.B.A., so The Institute's awarding of its own Gold Medal of Honor was initiated, with the first recipient Sir Aston Webb, R.A., R.I.B.A.

Recent experience in including well known guests at its Annual Dinner had convinced The Institute that they had discovered an effective means of making front-page news—an occasion of bestowing honors on someone outside the membership is always news. Meeting in Washington in 1908 the occasion was made a memorial appreciation of Augustus Saint-Gaudens. President Theodore Roosevelt, Secretary of State Elihu Root, most of the leading foreign ambassadors, justices of the Supreme Court, members of the Cabinet—all gladly joined in honoring the memory of the great sculptor. Formal addresses were made by the President, Secretary Root, Ambassadors James Bryce and Jules Jusserand.

In 1909 the body of Charles Pierre L'Enfant, author of the plan of Washington which The Institute was continuously advocating as a basis for all future development of the Capital, was moved by the Washington Chapter from its almost forgotten grave on the Digg farm in Maryland to Arlington County. In 1911, under a marble table designed by Welles Bosworth on which L'Enfant's original plan is incised, there now reposes on Arlington Heights, overlooking the city he saw only in his imagination, the bones of the engineer friend of George Washington to whose memory all America is in debt.

Among those most impressed by The Institute's crusade for a better Capital was President Theodore Roosevelt. He never turned a deaf ear to any carefully reasoned plan for improvement. In 1909 he wrote an Executive Order directing that "before any plans are formulated for any building or grounds, or for the location or erection of any statue, the matter shall be submitted to the Council I have named." This "Council of Fine Arts," appointed from a list of names suggested by The Institute, was to consist of 21 architects, 4 painters, 4 sculptors and 1 landscape architect. The legality of the Order was questioned by Congress and its execution held up until President Taft approved a version of it in which the authority of a "Commission of Fine Arts" was limited to advice. Its first members were: architects Cass Gilbert, Daniel H. Burnham, Thomas Hastings; sculptor, Daniel C. French; painter, Frank D. Millet; landscape architect, F. L. Olmsted; Charles Moore, then Clerk of the Senate's District Committee, and Col. Spencer Cosby, Commissioner of Public Buildings and Grounds, *ex-officio*, secretary.

No sooner was the Mall made safe than another feature of the plan was threatened. Senator Chamberlain of Oregon had suggested at the Annual Dinner of 1911 that a monument to Abraham Lincoln be established on the main axis west of the Washington Monument. The "practical" men of the day thought it would be much more useful to have the memorial take the form of a highway from Gettysburg to Washington and later, on to Richmond. So the battle was on. The Grand Army of the Republic, the Confederate Veterans, and probably the D.A.R. were dragged in; another site was advised—between the Capitol and Union Station, but the Fine Arts Commission and other bodies rallied to the support of the original idea. The influential Speaker of the House, "Uncle Joe" Cannon, had prophesied that no visitors would ever go down into that bull-frog swamp, and the monument itself, if erected there, would probably sink into the mud. On February 1, 1913 the President signed the bill and the Lincoln Memorial became a reality. Up to March 1, 1957, 47,786,624 persons had visited Henry Bacon's masterpiece with Saint-Gaudens' seated Lincoln. America had taken the Memorial into its heart.

Preservation of historic buildings, town planning, and a rapidly growing consciousness of public relations were three of the interests stimulated, probably by The Institute's crusading fervor of the century's first decade. The architects' growing influence was felt in the location and design of Arlington Memorial Bridge; in the belated removal of duties from imported works of art; in being asked to control the design of accessories along the new Lincoln Highway; in the Philadelphia Chapter's success in restoring Independence Square to its rightful place of honor.

Then came World War I and the architectural profession's frustration in being pushed aside by the armed forces. Why were our services—so freely offered—not utilized? The commander of a division engaged in construction work gave the typical answer: "Why? For the very reason that as yet we have had no architectural problems to contend with." The British architects had faced the same misunderstanding of their potentialities. Camouflage, yes; but planning of cantonments, new industrial facilities, no. West Point and Annapolis have no courses in architecture; they have courses in engineering. When, finally, a group of architects were hastily summoned to Washington to review cantonment plans, the Government official in charge said, long afterward, that "the changes made saved some twenty million dollars and Heaven alone knows how many lives!" Perhaps over the last quarter century some progress has been made in the public understanding of the architect's function, but there still remains too much of an impression that he is an exterior decorator.

After the war The Institute's influence, outside its own walls, was felt in its appeal to go slowly in deciding on fitting memorials, not yielding to the argument that "what we need is a school gymnasium or some such *practical* form of honoring our soldiers.

Institute conventions busied the delegates in establishing the Fine Arts Medal; in forming Building Congress groups in the larger cities; in discussing a newly recognized need for expert advice in the matter of public relations; in the usual argument with the government as to how best to allocate the design of public buildings. Burt L. Fenner told one convention of an effort made by an Institute committee, meeting with a committee of the House of Representatives, to secure better architecture in the smaller post offices. After three conferences the chairman of the House committee suddenly said:"Gentlemen, do you realize that the buildings of which we are talking are of a class which always has been, and presumably always will be, handled in the Office of the Supervising Architect, and that no architect in private practice will ever be employed to design one of them?" Fenner replied that his committee was well aware of that fact. "Then," the chairman said, in bewilderment, "will you tell me why you three men have come here at your own expense and on three separate occasions to give us your counsel and advice on this subject, when none of you can ever expect to receive an appointment to design one of these buildings?" Fenner's effort to explain the architects' concern with the public welfare was a detail he felt no need of telling the convention.

The minutes of a Fall meeting of the Board's Executive Committee in 1925 tell of a rumor that the White House interior was to be done over during the coming summer. Just as a precaution, the correspondence between Theodore Roosevelt and Cass Gilbert was photostated and sent to President Coolidge. In some way the newspapers got hold of this, though not from The Institute, and made quite a noise over it. Nothing was done about the interior at that time.

The influence of Secretary of the Treasury Andrew J. Mellon in the Coolidge and Hoover administrations was warmly sympathetic to the architectural profession. Design of the Triangle was put in the hands of eminent architects in private practice, and Mellon's personal gift of the National Gallery of Art established more firmly the neo-Classic tradition which Thomas Jefferson had inaugurated. The close grouping of the Triangle buildings has met with hindsight disapproval in days when dispersion suddenly beckoned, but the verdict of a future generation may disagree as sharply over the works of an era in which a combination of materialism and fear may have driven from a people the conception of monumentality.

Even in the Depression years of 1930-34 the influence of the architect was not entirely submerged through the slump in building. In the Government's new Division of Housing under the Public Works Administration the appointed officials were all architects: Robert Kohn, Max Dunning, Henry Klaber, J. M. Hamilton—all Institute men. In this period of widespread adversity, the Historical American Buildings Survey emerged from the joint efforts of the Office of National Parks, the Library of Congress and The Institute, pioneered by Charles E. Peterson, now occupied with Philadelphia's restoration and glorification of Independence Square. In 1938 the Committee on the Preservation of Historic Buildings reported that the HABS had measured, drawn and photographed 2240 structures, with 16,000 sheets of measured drawings and 17,480 photographic negatives; and the work, as of February 1, 1938, was even then employing 200 men.

In 1934 The Institute expressed its appreciation of the Procurement Division, Treasury Department's decision to make it a rule to employ private architects on all projects costing over $60,000.

Now that public housing had become a topic for discussion, both in the barber shop and in the kitchen, there was much confusion in the public mind as to why people should get the benefit of subsidized low rents and others pay what the landlord asked. Several years passed in argument kept hot by the "do-gooders" on one side and the "rugged individualists" on the other. In looking back it seems strange that The Institute's policy was not immediately accepted as the obvious basis by all. In principle there were, and still are, two classes of people needing housing: one having the ability to pay an economic rent, the other whose inability to pay must, for the welfare of society as a whole, be relieved by public aid.

Although threatened for the first time in world's fair history by the rivalry of the industrial designer, the architects were still firmly established in the driver's seat for the design of the Chicago fair of 1933-34 and New York's fair of 1939-40, when the personnel of the design boards was practically identical with a roll of Institute leaders, supplemented by a few representatives of the other design professions.

Once again, in 1937, the perennial argument stirred the Convention: shall the Capitol's East Front be moved out to gain more room inside? Well documented arguments for and against the change had been published in the May '37 *Octagon* by Egerton Swartwout, FAIA, and Lester B. Holland, FAIA, respectively, and the Convention's decision once more was against such remodeling.

The same year, 1937, saw the first effective attempt at what has become a custom of extensive public significance—the periodical awards of honor, by chapter and by Institute, for outstanding architectural achievement in various categories.

By 1940 The Institute's activities in two new fields won the appreciative attention of both Government and public. One activity was the semi-annual survey of what would be happening in building six or twelve months in the future by recording the observations of the ten regional directors in looking over the drawing-boards of their respective geographical districts. Unlike other reports of the building industry's progress, this dealt not with contracts or "starts" but with what was coming in the months ahead.

Steering carefully around the ban on lists of architects specializing in some category of design, The Institute made an effort to answer the war emergency plea of Government Departments: "Tell us the names of architects throughout the forty-eight states who are qualified to design public work, or we shall have no choice but to accede to suggestions pressed upon us by politically-minded sources. The Institute's answer to Departmental heads: "You are welcome to inspect at any time a card list which we are preparing of the architectural profession recording each architect's own evaluation of his training, experience, achievements and size of organization; this card file to be kept as nearly current as the architects themselves will make it. From it your selection of an office to undertake a specific job should be facilitated." The immediate returns from the questionnaire were more than 7800 records.

Unlike the rather frantic efforts to get the economy on a war basis in 1916, some lessons that had been learned were remembered in 1942. It was not the Government's policy to discourage all private building; instead, the effort was made to allocate materials in critical supply first to the war needs; then, if any remained, to private building.

Impressed with the benefits to be gained by public recognition of architectural merit, paralleling the Nobel and Pulitzer Prizes, Hollywood's Oscars and the like, Albert Kahn left $10,000 as a nest-egg for a fund to provide some recognition in the architectural world. The American Architectural Foundation was incorporated, and in the fifteen years of its life has been mainly occupied in trying to build up an adequate capital to serve its worthy aims.

Remembering Theodore Roosevelt's request to The Institute to preserve the integrity of the White House, the Board of Dirctors was particularly concerned with the report of a commission appointed to look into the building's structural condition and its need of adaptation to changing requirements in plan and in facilities. The commission's findings are well known. Following closely on their disclosure a group awaited President Truman in his study—Messrs. Orr, Purves, Commissioner Reynolds and several members of his staff. When Mr. Truman came into the room he said: "You people have almost convinced me that the floors of this building are not strong enough. I was taking a bath this afternoon and suddenly realized that just below me was a gathering of D.A.R. ladies that Mrs. Truman was receiving. It occurred to me that it would be a very strange and unseemly thing if my floor should suddenly give way and the bathtub and I should be precipitated into the midst of the Daughters of the American Revolution."

The second half of the twentieth century started auspiciously with the enthusiastic cooperation of the State Department in assembling and shipping to the Seventh Congress of Pan American Architects a number of panels exhibiting the work of United States architects.

Our gesture honoring the unknown craftsmen of Chartres Cathedral with a stained glass window, replacing one that had long ago been destroyed, was financed by income from the royalties of Henry Adam's book, "Mont St. Michel and Chartres" supplemented by individual contributions. Francois Lorin, of the third generation of master glassmen in Chartres, designed and made the window, dedicated with fitting ceremony to St. Fulbert.

Among many recent instances of The Institute's participation in activities outside of its own organizational affairs have been the establishment of annual awards in architectural journalism and photography; the administrative direction of a permanent Exhibition Building (Hugh Stubbins, architect) for Berlin; a building (Edward D. Stone, architect) for a similar purpose in Brussels; collaboration in amending and extending the Hill-Burton program for affording this country a better balanced provision for hospital facilities; collaborating aid in the wide public distribution of the film, "Architecture USA."

On rereading this chapter, the Government seems to have rather more than its normal share in The Institute's outside affairs, but it is probably only natural that a national professional body should find its opportunities of public service largely in close collaboration with the work of some department of Government. It seems abundantly evident that in the far closer liaison achieved in the past fifteen years, largely through Executive Director Purves' personal efforts, and with the enormously increased strength of the organization, financially and in equipment for service, The Institute's opportunities of serving society lie strewn along the pathway into the century that beckons.

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