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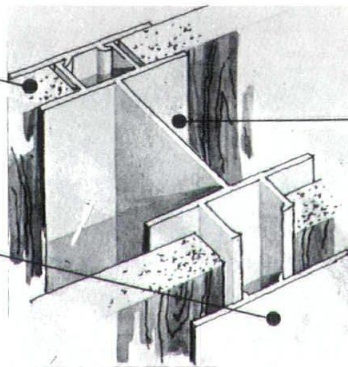
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### **THIS ISSUE:**

## **PACKAGE ARCHITECTURE**

### **COVER PHOTOGRAPH:**

John Hancock Center, Chicago, Illinois  
100 stories / 2,900,000 square feet / 1200 car garage  
Architect: Skidmore, Owings & Merrill (Chicago)  
General Contractor: Tishman Realty & Construction Co.  
Owner: John Hancock Mutual Life Insurance Co.





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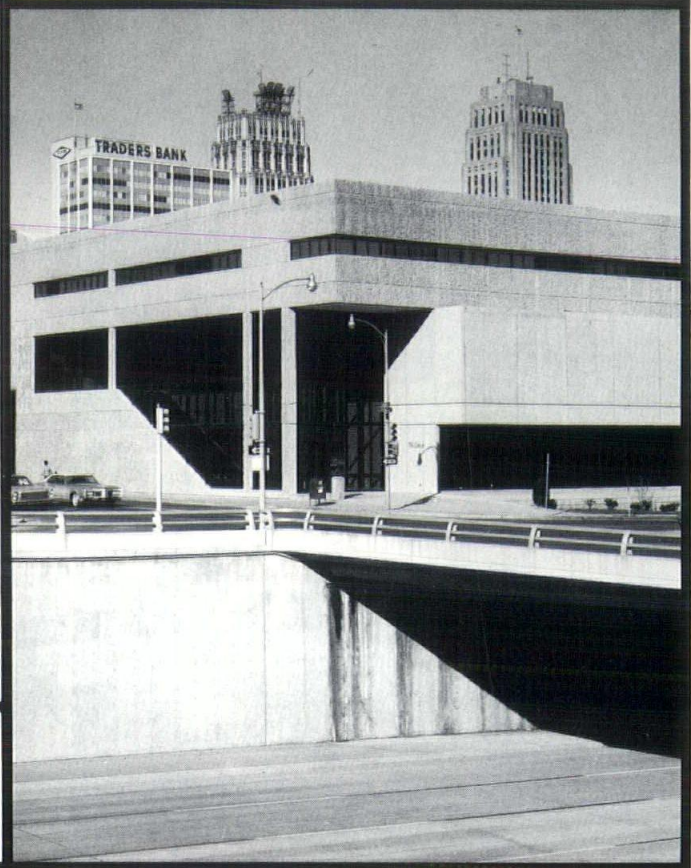
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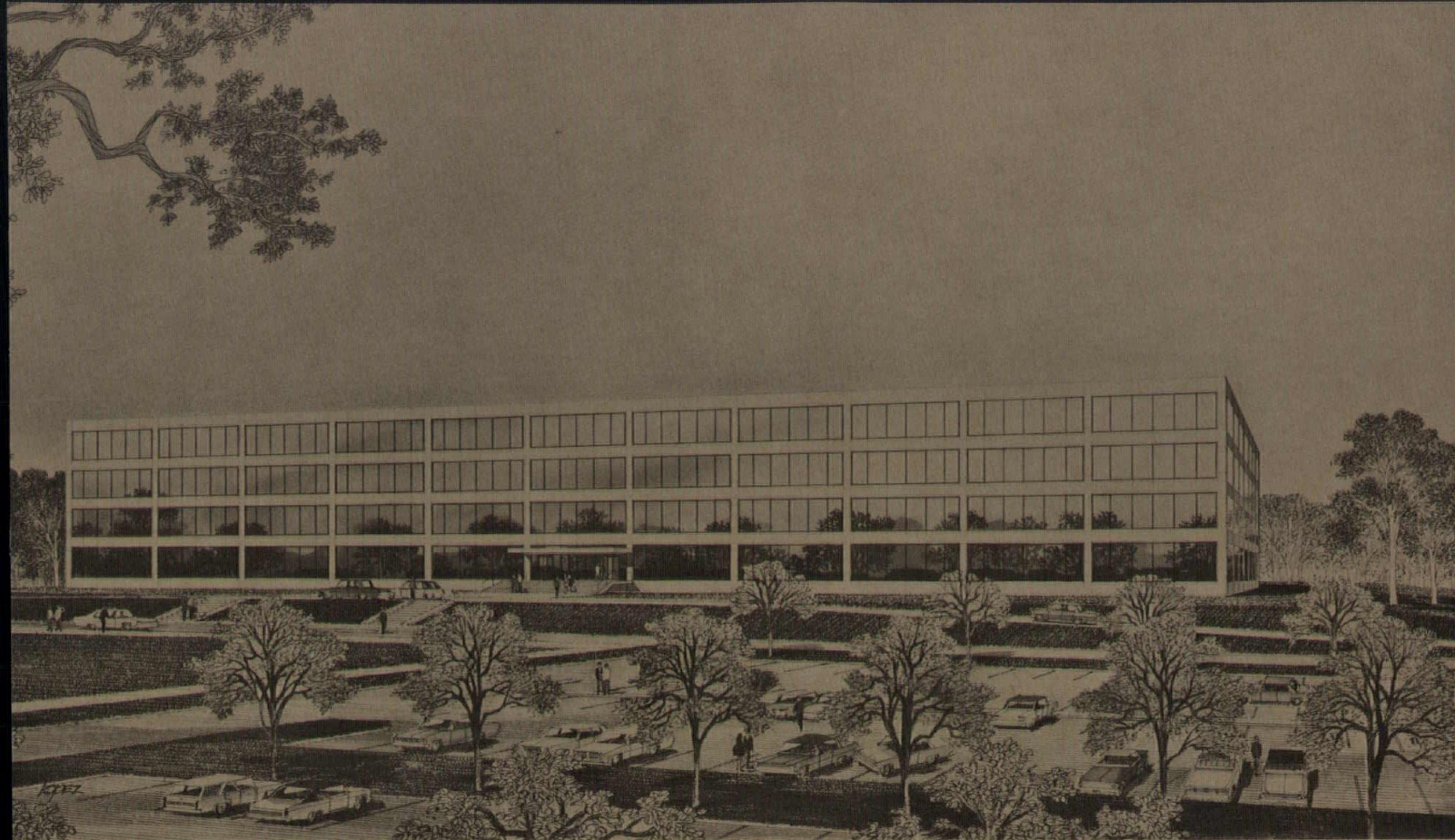
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photograph: TWA office building  
Kansas City International Airport  
Architect: Skidmore, Owing & Merrill  
General Contractor: Blount Brothers Corp.  
Owner: Trans World Airlines

# WHO NEEDS AN ARCHITECT?

E. CRICHTON SINGLETON  
ISSUE EDITOR

"Who needs an Architect?!" To us architects, this sort of cynical refutation of our role has always hurt our pride, but then we never really took it very seriously . . . until now. Anyone who has kept up with the development of the "threat" to our profession is becoming aware of how the architect's role in the construction industry has changed and is changing. "The New Professionals," PROGRESSIVE ARCHITECTURE tells us, have made significant advances into areas where formerly the architect's intuition or judgment was trusted. One can say, "But this is true only for large, complex work, through government, universities, foundations, school boards and the like." Yet here is where advances are being made in the construction industry today, and we must ask ourselves just how influential has the architectural profession been in these advances. Have we led the way toward searching for these new answers, or have we been dragged, kicking and screaming into decisions made by others.

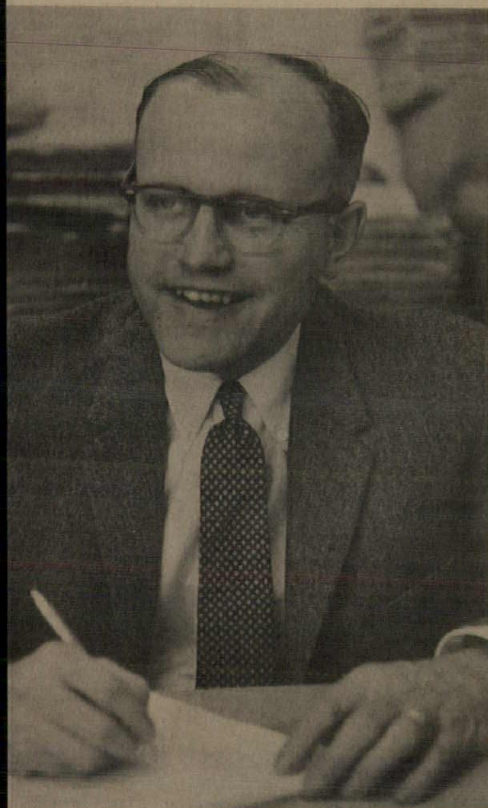
That horrible ogre, the Package Dealer, who has raped our fair cities with his garish plaster castles, today can produce a quite acceptable architectural product. The story fresh in the minds of Kansas City architects of the TWA office building at Kansas City International Airport\* is an example of the successful teaming of architect and construction company. However we may condemn in this case the stealing of one architect's commission by an-

other, the fixing of a construction cost was an essential factor, and the client's best interests seem to have been served (it remains to be seen what SOM will produce under these circumstances). The proposed Ethical Standards makes at least one significant step in recognizing that the architect does not hold the exclusive right to integrity within the construction industry.

There are about 32,000 registered architects in the United States (21,000 AIA members), an astonishingly small number in view of the rate of construction activity. Little wonder that the housing industry is all but completely divorced from the architectural profession. Little wonder that our cities are growing like a lava flow, devouring our land without the slightest concept of ecological or human balance, guided only by the great god, Market Analysis. Somehow, like the doctors, the architects are being railroaded into change. The pressure of our time demands that we more clearly define our role; that we begin to explain it to the public; that we begin to work more closely with construction and manufacturing people; that we begin to make our services bear broadly on the really pressing problems which face our world today. Then people might say, "Boy, what we need is an architect!"

\*Blount Brothers Corp. with Skidmore Owings and Merrill as its architect, presented a package deal to TWA (photograph above) so attractive, John Carl Warneke, the architect who had already been retained and begun work, was dismissed.





Kenneth B. Smith  
Architectural Reporter  
TORONTO GLOBE and MAIL

# PACKAGE ARCHITECTURE IN CANADA

*Mr. Smith writes on architecture, construction, real estate and urban development for the TORONTO GLOBE and MAIL. He is a member of the Architectural Conservancy of Ontario, a citizen group that supports conservation of significant buildings. He is co-author of the book ST. LAWRENCE HALL which chronicles the restoration of an 1850 concert hall in Toronto. He has been a contributing writer for the ARCHITECTURAL FORUM.*

Toronto, Ontario, richest Canadian province (population about 7 million), has been ruled for 26 years by a Conservative government with a predominantly laissez-faire approach to most things, but in the past three years its initiatives in the construction field through the Ontario Student Housing Corporation have caused the 1,300 Ontario architects to re-examine their role in the building process. Throughout the steady boom since the end of the Second World War, the Ontario Government seemed to follow the philosophy that it governed best when governing least. In mid-1964 it suddenly realized that not every citizen was sharing in the boom, and capitalizing on generous federal assistance, it embarked on an aggressive social housing program, producing 5,000 units the first two years and 12,000 more in the third year. In 1966 the Ontario Housing Corporation gave birth to the Ontario Student Housing Corporation which turned out to be just as aggressive in providing student residences for more than a dozen college campuses.

By using a builder proposal method, the Student Housing Corporation claims that it has cut the cost per student bed to \$5,000 from \$7,000—the cost under the traditional method followed when a university retained an architect to do the plans and then called for bids from contractors. It also claims the additional advantages of speedier completion and a choice of styles.

Proposal calls are out for a minimum of three months. Builders, after collaboration with architects and engineers, submit preliminary plans and specifications and a guaranteed fixed price for the project. The proposals are scrutinized by the corporation's professional staff and the one most adequately meeting the requirements, not necessarily the lowest price, gets the contract.

The Ontario Student Housing Corporation program to the end of July, 1969, totalled just under 14,000 beds. About 3,800 had been completed. Another 5,800 were under either construction or development and nearly 4,350 were on the drawing board.



Except for 1,662 units at the University of Guelph, designed by John Andrews and constructed by the traditional tender call method, all the rest are or will be products of the builder proposal technique.

The official view of the profession from the first was that the builder proposal method is undesirable unless it can be modified, but it was soon obvious that some architects were interested in working with builders on these projects. How were fees to be set?

On December 20, 1967, the president of the Ontario Association of Architects wrote to all members asking that those who had participated in proposal calls to file by January 2, 1968, a statement of fees charged and received. In 1968 the fee schedule was amended to cover builder proposal work. The minimum fee (for preliminary work through submission of the proposal) was set at 10 per cent of whatever the total fee would have been on such a project done by traditional methods. This is still in effect, but a committee is re-examining the situation this summer.

While recognizing the Ontario Student Housing Corporation's desire to bring economic discipline to bear upon university residence construction, the Ontario Association of Architects made known to it the profession's doubts about the proposal method last year.

The OAA called it extremely wasteful of the experience, skill and time of the design professions, construction management and subcontractors' estimators. The makeup of the proposal price appeared to be too informally obtained for projects of such magnitude which involve so much public money.

"It would appear that normal subcontract bidding may often be precluded in favor of awarding contracts to subcontractors with whom the developer can get along," the OAA said in a statement. "Rather than continuing this informal practice as a matter of convenience, steps should be taken to retain formal contract bidding at all levels by revising the system."

Early this year the tone of official criticism by the OAA became much harsher. In March, in a joint statement with the Ontario Consulting Structural Engineers Association, the OAA said builder proposal competitions by public agencies are inflationary and irresponsible.

"The association particularly deplores as irresponsible the contract award by government or Crown corporation of public funds without a full comparable accounting of the value purported to be obtained. The OAA considers it essential that competitive bids should be based on prices from several contractors tendering on the same design and specification proposal."

In the official view of the OAA a conflict of interest could develop. The architect is traditionally the one to certify to the owner that the project is being carried out according to the plans and specifications, but how much weight would his statement have if he is working for the builder? The president of the consulting structural engineers asked the same question: How can we be responsible to a public authority and to a developer at the same time?

But this frontal attack on the proposal call method has not been pursued. The feeling among leaders of the profession now is that simply decrying it, no matter how reprehensible some individuals may think it is, will not accomplish much. Why not try to find a variation on traditional methods that would contain the advantages claimed for builder proposals without the disadvantages? "We haven't dropped our cause; we are taking a different approach," says John Spence, past-president of the OAA. OAA representatives are active on a liaison committee through which the Ontario Department of Public Works exchanges ideas with the construction industry. The department, which initiates much more work than the Housing Corporation or the Student Housing Corporation is aware of the imperfections of the traditional design and tender call approach to public works but seems more interested in reforming it than abandoning it. Here, the architects, working with the general contractors and the engineers, may have more success than in any frontal attack on the bureaucrats that make social housing policies. If Public Works can reform the traditional method, the housing officials cannot ignore it.

The Public Works Liaison Committee is talking about a method whereby the department would still select a design consultant first in the normal way and draw up a program for the project. Then a prequalified list of project managers would make lump sum bids for the job of managing the project.

When the project management organization has been selected, the client, the consultants and the project manager would sit down together and decide which of the three has the staff, experience or general capability to run the project. All three would work together but one would be the executive project manager, or leader of the management team.

The construction management organization would not take on any of the actual construction contracts which would be sublet in more or less the traditional way. The aim of budgetary control as a prime function of the management group would be achieved early in the project. Owner, consultant and manager would be working together instead of in conflict. This seems to many architects to be more practical than trying to maintain that they must always get top billing.





Jack D.  
Train A.I.A.



Dr. Marver  
H. Bernstein

# PROPOSED ETHICAL STANDARDS

AIA TASK FORCE

The **Proposed Ethical Standards** were developed by the AIA taskforce on Standards of Professional Practice headed by Jack D. Train with consulting advice from Dean Marver H. Bernstein, Woodrow Wilson School of Public and International Affairs, Princeton University. They were presented at the National Convention in June of this year, and after comment and revision the final draft will be presented to the 1970 Convention for action. The following are excerpts from Dean Bernstein's address to the Chicago Convention in June.

In the 1960's, perhaps partly because the Vietnam war has spotlighted issues of morality and because young people in their teens and twenties often question very deeply the moral basis and values of the affluent society that has nurtured them, one profession after another has tried to grapple with the professional problem of restating its standards of ethical practice in line with rapid changes in society and economy.

## CHARACTERISTIC PROBLEMS OF PROFESSIONS

The **first** problem is the tendency of the profession to turn inwardly and to give major attention to the privacy of relations between the professional and his client.

The **second** problem is the tendency of every professional to concentrate on establishing a system of security designed to protect the individual practitioner.

The **third** problem is the tendency for a depression consciousness to persist in the profession in a climate of abundance.

And **fourth**, there is the tendency . . . toward a widening gap between the objective conditions of professional practice and existing professional standards.

## OBJECTIVES FOR REVISED STANDARDS

Because the demand for architects exceeds the supply, ethical standards should focus not so much on security devices for those who have achieved senior standing in the profession, but rather on the quality of performance in the public interest. Protection of the public interest should be placed above all other gain; and the architect's sensitivity to human needs must be emphasized.



# PROPOSED ETHICAL STANDARDS

## PREAMBLE

The concern and purpose of the profession of architecture are the creation of a physical environment of use, order, and beauty through the resources of design, economics, technology, and management. The physical environment includes a spectrum of elements serving man, from the artifact and the building to the community and the region. That they serve man well requires of the architect a sensitivity to human needs and an imaginative response to social and political evolution to economic and organizational change, and to technical development of materials and construction methods.

In order that these obligations effectively govern the action of its members, the American Institute of Architects has promulgated the following ethical standards.

## GENERAL PROVISIONS

1. An architect shall serve and promote the public interest, placing it above all other gain, and act in a manner that brings honor and dignity to the profession of architecture and the construction industry.
2. An architect shall advance the construction industry by recognizing the contributions of those engaged in the design and construction of the physical environment by encouraging the professional development of others in the construction industry and those who plan to enter it, and by encouraging the development and dissemination of technical information.
3. An architect shall not make false statements about the reputation or maliciously injure the prospects, practice, or employment position of others in the construction industry.

## RELATIONS WITH CLIENTS AND EMPLOYERS

4. An architect shall not have any significant financial or other interest that may be in conflict with the interest of his client or employer unless that interest has been fully disclosed and the client's or employer's approval of that interest has been recorded.
5. An architect shall represent truthfully and clearly to his client or employer his qualifications and capabilities to perform services. He shall reach an agreement with his client or employer as to the nature and extent of, and compensation for, the services he will provide, and he shall render his services as agreed.
6. An architect shall not disclose confidential information about the lawful activities of his client or employer, or about the project for which his services have been engaged or employed, without the consent of his client or employer.

## SECURING COMMISSIONS

7. An architect shall not make, promise to make, or accept contributions of money or service for the purpose of securing a commission or influencing the engagement or employment of an architect for a project.
8. An architect shall not pay to advertise his services; indulge in self-laudatory, exaggerated, misleading, or false publicity; publicly endorse a product or service; permit the use of his name or photograph as endorsement of a product or service; or solicit, or permit others to solicit in his name, advertisement or other support toward the cost of any publication presenting his work.
9. An architect shall not offer to undertake or accept a commission for which he knows another legally qualified individual or firm has been engaged or employed unless he has evidence that the latter's contract has been terminated and he gives the latter written notice that he is so doing.
10. An architect shall not offer his services in a competition except as provided in the competition code of the American Institute of Architects.





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## COMMENTS ON ETHICAL STANDARDS

**Paul Farrell**  
**PROGRESSIVE ARCHITECTURE,**  
**May 1969**

"... Since 1957, the reactions of the Institute (AIA) have passed through several phases: initially defensive against the intrusions of the package builder; then presumptuously proclaiming the architect as the recreation of the Renaissance 'Master Builder'; and finally, apologetic, withdrawn, and confused as everyone condemned this arrogance, and the architects themselves began recognizing the tragedy of their inability to compete effectively in the marketplace for comprehensive planning and construction services..."

**John T. Murphy, FAIA**  
**Keene, Simpson and Murphy,**  
**Architects**

"The general provisions of the proposed standards are elementary and self evident but for the most part can be, and are being, circumvented by those who choose to make the effort."

**Archibald Rogers, FAIA**  
**ARCHITECTURAL AND**  
**ENGINEERING NEWS,**  
**December 1968**

"The underlying assumption behind most articles in a code of ethics is that there is less work to be done than there are practitioners to do it, and that there is thus pressure to 'get the job' improperly. This probably stems from the bitter experience of the design professions during the depression. In general, however, this is simply untenable today, even though in individual cases such pressures do exist. There is in fact far more work to be done than the design professions can possibly execute in the time required."

**Anonymous**  
**KC/AIA Member**

"In general, I can see no great improvement of the remainder of the new Proposed Ethical Standards over the previous mandatory standards and I feel that generally speaking they are a backward step. In trying to be more precise, they are much more

vague. They also seem to incorporate the general negative thinking and hysteria of our times as well as the contemporary eroding and negation of civil and individual rights however couched in lofty ideals."

**Stephen A. Kliment, AIA**  
**Former Editor,**  
**ARCHITECTURAL & ENGINEERING**  
**NEWS, December 1968**

"We have always had a qualm or two about the architect's Standards of Practice, mainly because: a) they tend to imply members are dishonest, b) they are based on the doubtful assumption that a man will be honest with a Code but dishonest without one, and c) such ethics tend to be inflexible and to codify customs that belong to a past way of doing things. In a fast changing world, this is unrealistic;..."

**Anonymous**  
**KC/AIA Member**

"The proposed ethical standard appears to be an attempt to re-evaluate the Architect's position and responsibility in the larger world of the con-





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Gateway Center I and II  
Chicago, Illinois  
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struction industry. Unfortunately, this proposal has not the clarity and direction for a truly meaningful standard. This is so loose and ambiguous those that wish to criticize will criticize, those that wish to abuse will abuse, those that wish to accuse will accuse. We are now moving into an era of great changes in thinking, of morals, of church, of state, of work habits. The construction industry is developing systems of building in which the Architect could become a greater functioning member of the team. If we don't take the initiative and develop a more flexible attitude of leadership, the industry will build around us. We will become nothing more than the decorators of computerized buildings."

**Stuart Hutchison, AIA  
Linscott-Haylett & Associates**

"Personally, I am in favor of the architect being allowed to contract if he wishes. When you get right down to it, the architect's professionalism is a very personal matter which needs guidelines for public protection, but

depends ultimately on his own honesty and sense of service to his client. If an architect's financial interests in a competitive project leads to a lessening of service to his client, I'm afraid that no amount of rules are going to control that guy anyway. I do not think that an architect's position as professional adviser need be weakened if he does disclose any conflicting business interests to the client.

"The clause will allow the architect to practice what he preaches by becoming involved in the entire building process if he desires. It lets architects set an example by building good work that might otherwise go uncompleted through lack of sympathetic clients or unwilling contractors. Architects on self-help workshop projects can build without worrying about how far they can go.

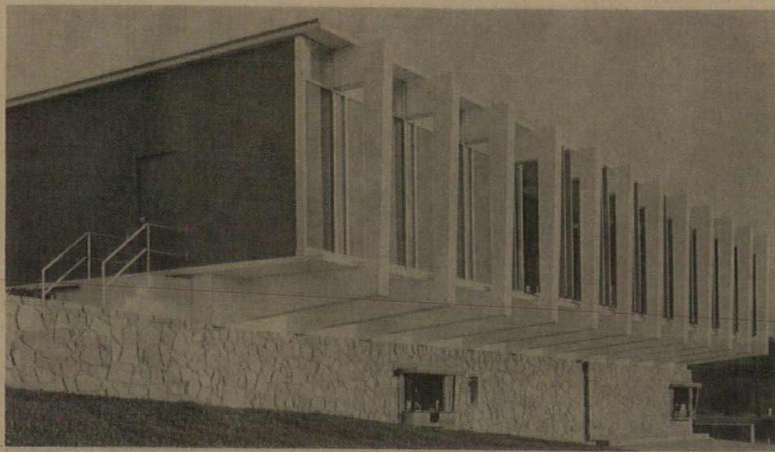
"I am concerned that more architects will encourage and lend their professional name to undertakings that may be good financial risks, but violate every rule of decent environment

and good design. This is already going on in Kansas City by architects who don't seem to have read the standards.

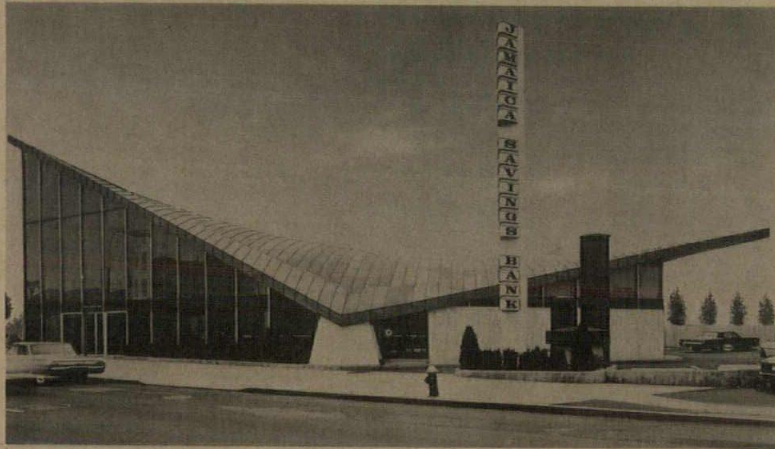
"I really don't have a clear picture in my head of how the new standards will affect the architect's relationship to 'package building'. If an architect can enter a design team as an important partner and not be called in as an annoying legal necessity, he can do a great deal towards improving our environment. I feel, as most of us must, that if he can't do that, the profession is becoming unnecessary. I would rather have my god-like position reduced and enter into the action than sit on the sidelines with my ethics tucked under my arm and my nose in the air.

"The Articles on professional conduct are just a lot of hogwash unless registration laws are enforced. They are not in Missouri and without it, the whole concept of the architect as a professional is a bit of a joke. Hundreds of 'designers' are practicing beyond the unregistered limit and no one says anything about it.

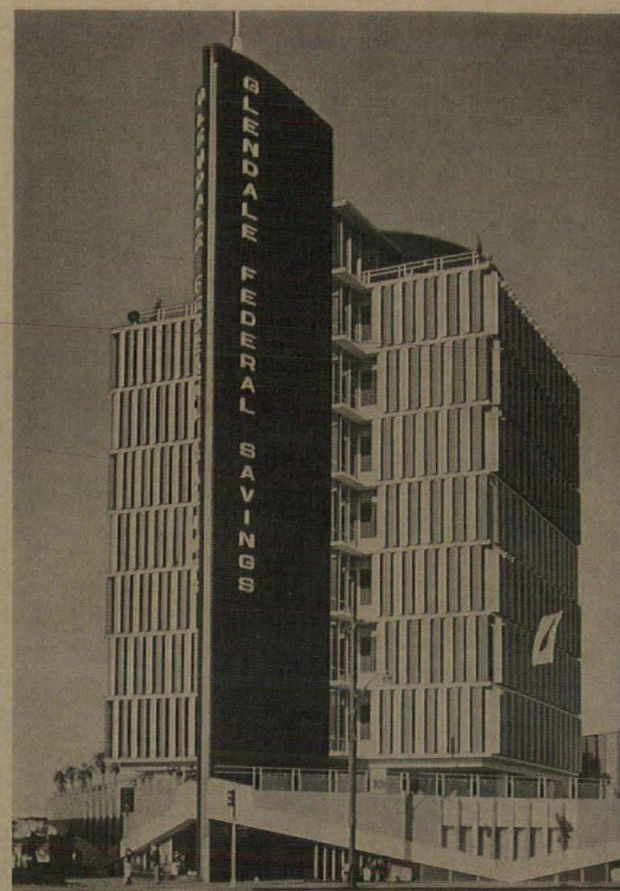




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## COMMENTS

"One of the most important things that the Institute could do to improve the profession is to encourage the requirement of a thorough and continuing education for architects, increase the possibilities for it, promote regional rather than local testing, and then enforce the registration laws. Without that the ethical standards become milestones for the good guys only."

**Frank Grimaldi, AIA**  
**Bower and Grimaldi, Architects**  
**Member, State Board For**  
**Architectural Registration**

"Regardless of the care and concern which go into the effort to produce viable standards, the hard facts of the matter may lie in the legally enforceable ethics to be found in the state registration laws. Notwithstanding the strength and dignity of the AIA, flagrant violators may choose to exist outside their professional insti-

tute. This choice is available to individually or corporately powerful architects, who in many cases are as talented as they are independent.

"Therefore, it is of real interest that we have a new registration law in Missouri which contains an 'ethics' section, violation of which could result in the revocation or suspension of the license of an architect who engages in 'unprofessional or dishonorable conduct in the practice of architecture.'

"The new law describes, but does not limit, such violations to the following:  
a) Knowingly receiving compensation for services rendered or to be rendered as an architect from any person other than a client or employer.

b) Obtaining any fee or other compensation by fraud or misrepresentation;

c) Obtaining or attempting to obtain or competing for architectural work

or projects by paying or donating money or other things of value therefore or by rendering professional services therefore without charge;

d) Intentionally and maliciously attempting to injure or intentionally and maliciously injuring the professional standing or reputation or practice of any other architect.

e) Knowingly accepting employment as an architect for any work which another architect has been exclusively employed to perform and with which work the other architect is no longer to have any connection, without first having been advised in writing by his prospective employer that the employment of the other architect to perform the work has been terminated;

f) Soliciting or permitting others to solicit in his name advertising or other support for the cost of a publication presenting his work."





# TURNKEY... A viewpoint from Kansas City's Housing Authority

BY L. A. DAUGHERTY, EXECUTIVE DIRECTOR

Various articles have been written about the Turnkey program for producing low-rent housing. Turnkey has been almost universally misunderstood by architects until recently.

Probably the most serious criticism of the program from the architect's viewpoint has been that the developer must have his own architect and that the local housing authority in turn uses a supervising architect for inspection purposes. This is considered by some to be a breach of professional ethics.

On the other hand, many architects are coming to realize the new freedom with which they can approach a housing project. They are exercising this new found freedom to create some imaginative and worthwhile projects which might otherwise have lain dormant in favor of a stereotyped public housing project. These architects have found little or no difficulty in working with the inspecting architects, and it would appear that most of the early fears were unfounded.

The really good thing about Turnkey from the architect's standpoint is, it seems to me, that young and relatively inexperienced architects with fresh new ideas can enter the competition to the benefit of all parties. Whether the developer is successful in securing the Turnkey job is important; but the architect is paid in any event, and he has gained valuable experience along the way. Even the established architect stands to gain in this endeavor, since he should have an edge in the competition should he desire to compete. This is not to suggest that the architects should be put at each other's throats or that they should do anything in violation of their professional ethics. It is to suggest that the competition may serve to stimulate new ideas and new methods with which to solve the immense housing problems which are about to descend upon our nation.

If we are to build 6,000,000 low-income housing units within the next 10 years, it behooves each of us to put his shoulder to the idea wheel and come up with some new solutions.

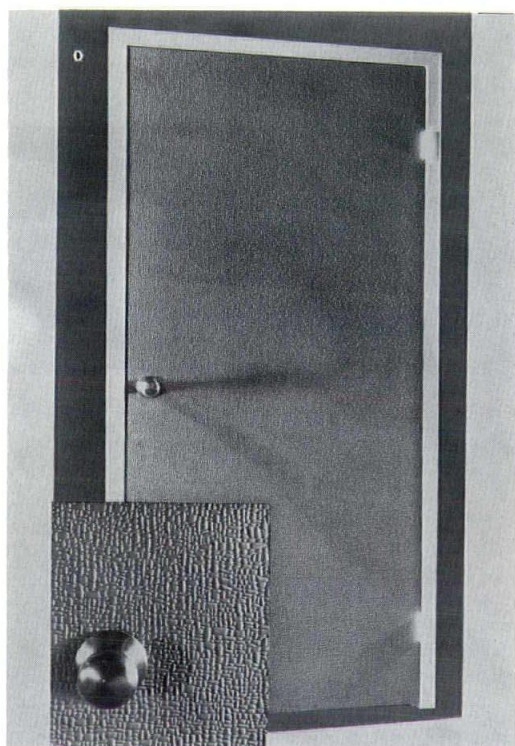
Kansas City alone is expected to have to construct several thousand new units for low-income families within the next ten years. We anticipate that many of these will be built under the Turnkey method. If such is the case, many developers will be requiring the services of architects.



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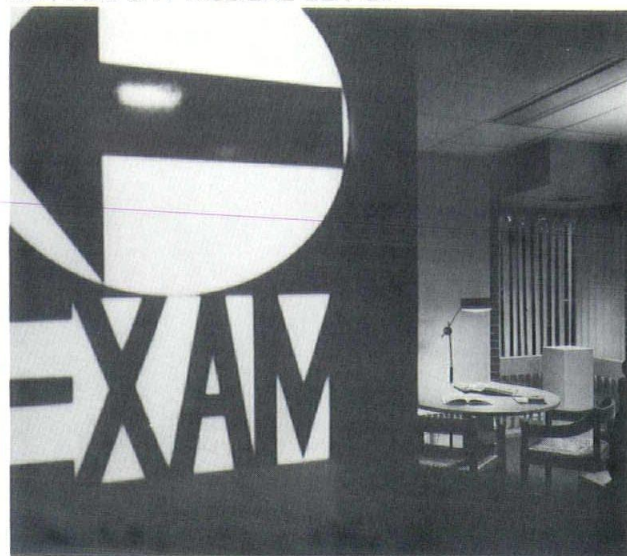
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CENTRAL CITY MEDICAL CENTER



ARCHITECTS: SELIGSON AND EGGEN

## ARCHITECTURAL PHOTOGRAPHY

### PAUL S. KIVETT

WILLOW 2-5146 / 1507 MEWS DRIVE  
KANSAS CITY / MISSOURI 64131



## REMINDER:



1969 ALLIED ARTS / CRAFTSMANSHIP AWARDS

1. Awards for outstanding examples of art, landscape planning or interior design developed as a result of team work by the architect and allied artist.

2. Awards for exceptional craftsmanship by mechanics in the execution of work designed by the architect and/or allied artist.

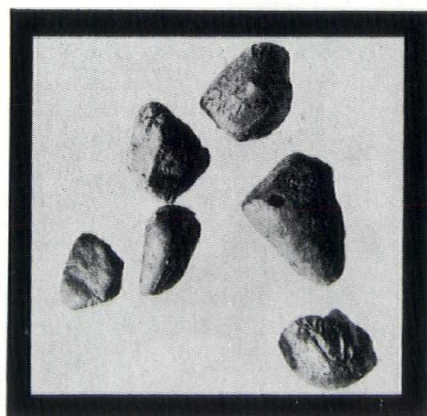
Announcement of awards to be made at a reception honoring the award winners at 8:30 P.M. November 4, 1969 in the Upper Mall of Metcalf South Shopping Center.

Exhibitions of the nominations and architectural work of AIA members will be held October 27 through November 7 in the Middle Mall of Metcalf South Shopping Center.





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