

# OCULUS

on current new york architecture

The New York Chapter of the American Institute of Architects

Volume 46, Number 1, September 1984



*The recently completed AT&T Building now offers a new kind of city park—outside but sheltered. Photo: Stan Ries/ESTO*



## OCULUS

## ANNUAL MEETING JUNE 1984

Volume 46, Number 1, September 1984

**Oculus**

Editor: C. Ray Smith  
 Managing Editor: Marian Page  
 Art Director: Abigail Sturges  
 Typesetting: Susan Schechter

The New York Chapter of  
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 457 Madison Avenue,  
 New York, New York 10022  
 212-838-9670

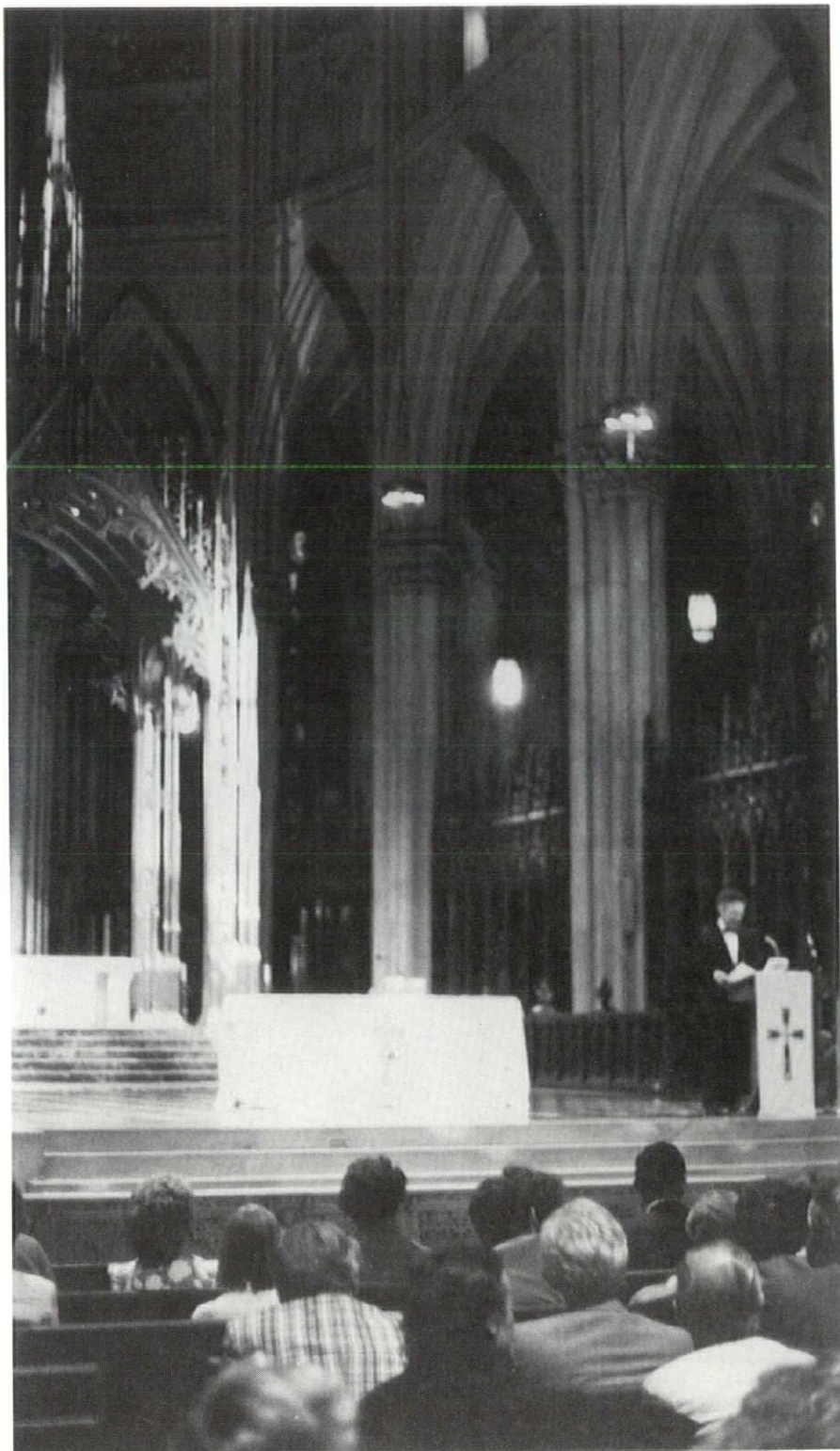
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by George Lewis



*Right: Outgoing Chapter President, Ted Liebman addresses the June Annual Meeting which was held in St. Patrick's Cathedral.*



*Early arrivals at St. Patrick's weren't quite ready to believe that the Chapter's Annual Meeting was actually going to take place in the sanctuary, but soon hundreds of members and friends were gathered beneath the soaring arches and stained glass. It was remarkable how friendly and welcoming an effect the great building had on everybody.*

*It was the occasion for Theodore Liebman to be succeeded by Terrance Williams as president, but first there were awards to be given.*

*Following remarks by new president Williams, everyone repaired to a reception at the Urban Center, where some saw the new Chapter Headquarters for the first time.*



**Robert A.M. Stern** received the Medal of Honor, "For his wide influence on architectural design, and his provocative, thoroughly considered contributions to history and theory."



**Elliot Willensky** won the Rutkins Award for Service to the Profession, "For sharing in print and public forums his extraordinary knowledge of the New York one can see."



**Gene Norman,**  
Landmarks  
Preservation  
Commission



**Edward J. Logue**



**Brendan Gill**  
The Award of Merit went to Brendan Gill, "For so brilliantly illuminating the path toward a city richly balanced between the old and the new."



**Bronson Binger**  
A new Public Architect Award was conferred on Bronson Binger, "For demonstrating how a public official can establish an enlightened and constructive relationship with the private sector."



**Arthur Drexler,**  
The Museum of  
Modern Art



**Carter Wiseman**



**Mario Salvadori** became an Honorary Member, "For making the mysterious force of the radius of gyration intelligible to student and architect alike."



**Mrs. Ralph Menapace**  
Ralph Menapace, who died this past year and is so greatly missed, was specially cited, "For devoting to the public interest his unmatched understanding of landmarks laws."

Other Special Citations went to the Landmarks Preservation Commission as "The pioneer public landmarks agency, its policies as developed over the years have set national standards for landmarks laws and their administration"; to Edward J. Logue, "One of the greatest builders in all history, for leaving his mark throughout New York State"; The Museum of Modern Art, "For enhancing its friendly scale as it expanded; for enlarging without becoming larger"; and Carter Wiseman, "For his courageous, carefully researched contributions to public discussion of urban design issues."



## Annual Meeting

### Installation Speech

by Terrance R. Williams



I would like to thank Ted Liebman for his excellent leadership this past year. Ted, Paul Segal, and I would like to assure you that your interest in the City Planning Commission and the Landmarks Preservation Commission, and how the Chapter might assist them to guide the future of our city, will remain a high priority next year. I would also like to thank Archbishop O'Connor and the clergy of St. Patrick's Cathedral for permitting us the honor of holding our annual meeting in such a magnificent and sacred space. After spending so many years on the Chapter's Executive Committee, I feel a bit like the bridesmaid who finally made it to the altar . . . and what an altar!

When I survey the rich heritage that architects such as Renwick, Burnham, Gilbert, and White have left us, I wonder if such thoughtfully planned and detailed buildings could be produced in today's world of shrinking architectural fees. I think not. For today, the architect is all too often selected less on whether his talent and

expertise best qualify him to do the job, and more on whether he is willing to cut his fees. Quite likely, he will gamble in the end, and accept the commission for a fee that will not even cover his costs. As a result, he is forced to pay his young architects, with their seven-year professional Masters Degrees, approximately half of what a four-year Bachelor of Science graduate can expect as a starting salary. As for the firm itself, according to *The Wall Street Journal*, with luck, it may have earned a meager 4 percent profit last year; and the principals most likely are taking home less than they were in 1980.

No, this is not an economic profile that will support the creation of exquisite architecture, such as we see here today, nor even sound building practices. It is time, my friends, that we face the reality of our future. And it is bleak indeed. If we continue not only to permit, but actually participate in the consistent reduction of compensation for architectural services, then this profession may not

survive until the end of this century. In case you think I'm being melodramatic, let me remind you that in less than twelve years, the architect's share of the dollars spent for design services has fallen from 31 percent to a meager 21 percent. Our engineering colleagues, on the other hand, have increased their share from 64 percent to 74 percent in the same time period.

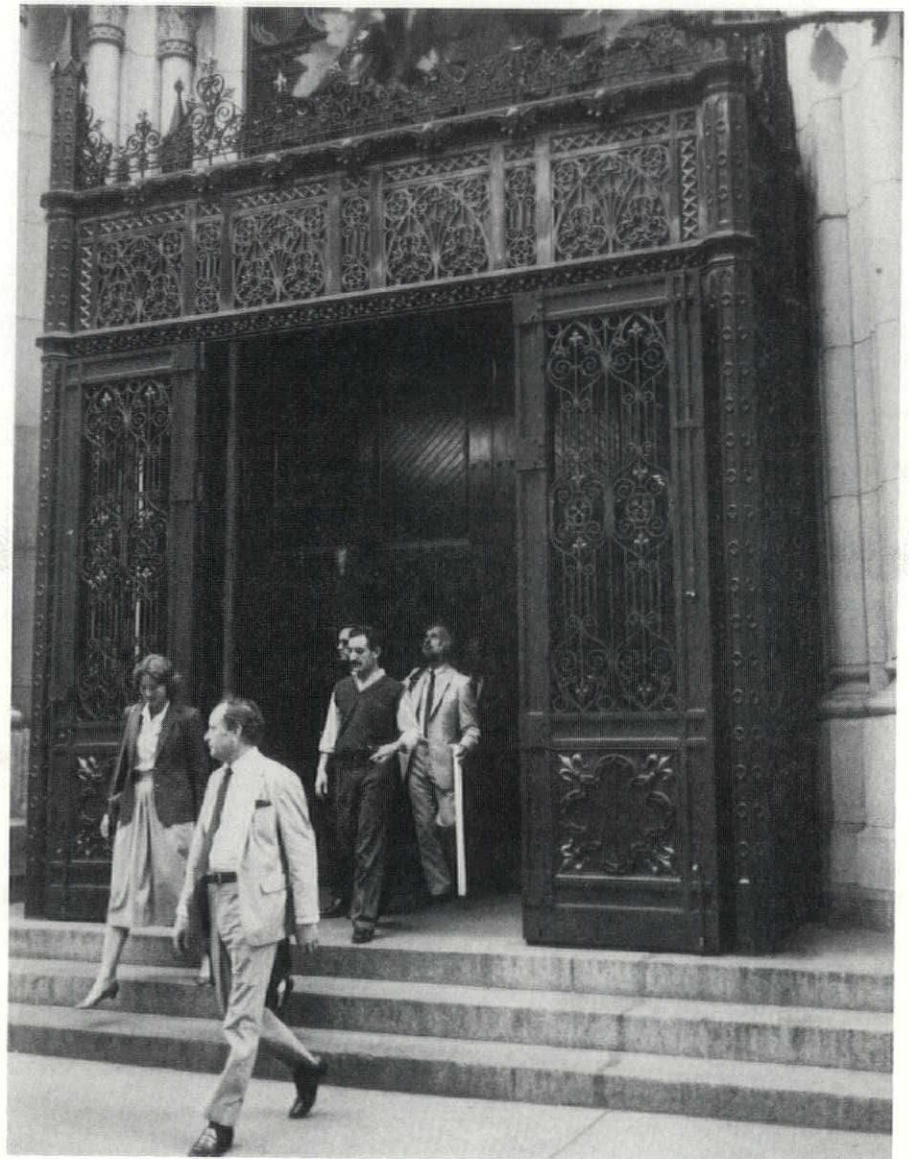
If we are to survive, then both the producers and the users of architectural services must begin to recognize that when architectural fees are reduced, what is being cut is the most valuable and important expenditure in construction—the thinking dollars. I find it ironic that institutions and individuals, who wouldn't dream of trusting a 20-million dollar investment to a broker who earns less than six figures per year, think nothing of expending such sums on buildings designed by architects earning less than a third of that amount. While the constantly accelerating spiral—reduced



compensation leading to reduced services, leading in turn to further fee reductions — may be seriously reducing our livelihood, it is *not* diminishing either our responsibility or our liability. I would caution any of you about to accept a commission considerably below that which you know in your heart to be adequate to do the job, or have agreed to perform only partial services on a project, that you may find yourself holding an uninsurable contract. For while we architects, in our desperate desire to land the next commission, may agree to less than satisfactory contractual arrangements, our insurance carriers do not.

How, then, does the architecture profession in general, and this Chapter in particular, re-establish a rate of compensation commensurate with the education, responsibility, and liability demanded of us? The need to educate our clients about the true nature and complexity of what we do and the need to modify architectural school curricula come immediately to mind as areas where the Chapter can be helpful. However, I don't think anyone is going to take us seriously until we put our own house in order. Therefore, I propose that we enter a period of enlightened self-interest, a period in which we teach ourselves the business of architecture so that we may better practice the art of it.

Three years ago, Joe Wasserman, then Chapter President, called our attention to the vast disparity between architectural services rendered and architectural fees received. Under his leadership, the Chapter created the Compensation Committee. On June 28, the Committee will present its second economic survey. It will provide us with a strong, if depressing, up-to-date data base. Over the past two years, the Chapter's efforts have led to the formation of a National Compensation Task Force, and culminated in the introduction of a resolution to the AIA Convention calling for the economic improvement of the profession as the primary goal of the Institute in this decade. It was passed unanimously.



*Photo: Stan Ries/ESTO*

Now that the Institute has entered the lists, we can't simply relax. The Chapter must once again take the lead in formulating a plan of future action. It is our responsibility to arm ourselves with the management tools required to demonstrate definitively the true value of architectural services and to insure that we are compensated accordingly. Obviously, the Chapter cannot carry this burden alone. However, as we all know, where the Chapter leads, the Institute is soon to follow. Therefore, this year I propose that, working through the appropriate committees, the Chapter's first step be to research and prepare an outline for new compensation guidelines. These guidelines must make it clear to both public and private sectors just how many man hours are really required to perform a given task, or produce a particular building type.

Secondly, with the cooperation of our insurance carriers, parameters of insurability must be established in a language easily understood by both

architect and client. Once these parameters are in hand, an analysis of standard public and private sector consultant contracts should be undertaken by the appropriate committees to confirm their insurability.

Thirdly, in order that future generations of architects may be better prepared to claim their fair share of the American dream, I invite the deans of our local schools of architecture to work with the Chapter in creating a new program of study—one that is responsive to the very real and complex challenges these young people must face.

The list of what we must accomplish is long. It will involve most of our committees, and therefore most of you. I hope Paul Segal and I can call on you and your firms to contribute time and expertise toward our mutual goal of finally winning, as my union-organizing grandfather used to say, "A fair day's pay for a fair day's work." Thank you.



## The Coming Year 84-85

### Committees Open to Membership

**Compensation Committee**  
Carmi Bee, *Liaison*

**Computer Applications**  
Sy Fish, *Chair*  
Paul Segal, *Liaison*

**Corporate Architects**  
Peter el Gindi, *Chair*  
Lenore Lucey, *Liaison*

**Distinguished Architecture Awards Program**  
James McCullar, *Chair*  
Barbara Neski, *Liaison*

**Education/Recreational/Cultural Facilities**  
Rachelle Bennett, *Chair*  
Michael Adlerstein, *Liaison*

**Energy & Environment**  
Cliff Custer, *Chair*  
Thomas K. Fridstein, *Liaison*

**Health Facilities**  
Carl Kaiserman, *Chair*  
Abraham W. Geller, *Liaison*

**Historic Buildings**  
Stephen Gottlieb, *Chair*  
Lenore Lucey, *Liaison*

**Housing**  
Michael Kwartler, *co-Chair*  
C. Richard Hatch, *co-Chair*  
Stuart Pertz, *Liaison*

**Interiors**  
Michael McAneny, *Chair*  
Paul Segal, *Liaison*

**Practice**  
Randolph Croxton, *Chair*  
L. Bradford Perkins, Jr., *Liaison*

**Public Architects**  
Adrienne Bresnan, *co-Chair*  
Sarelle Weisberg, *co-Chair*  
Michael Adlerstein, *Liaison*

**Women's Caucus**  
Lenore Lucey, *Liaison*

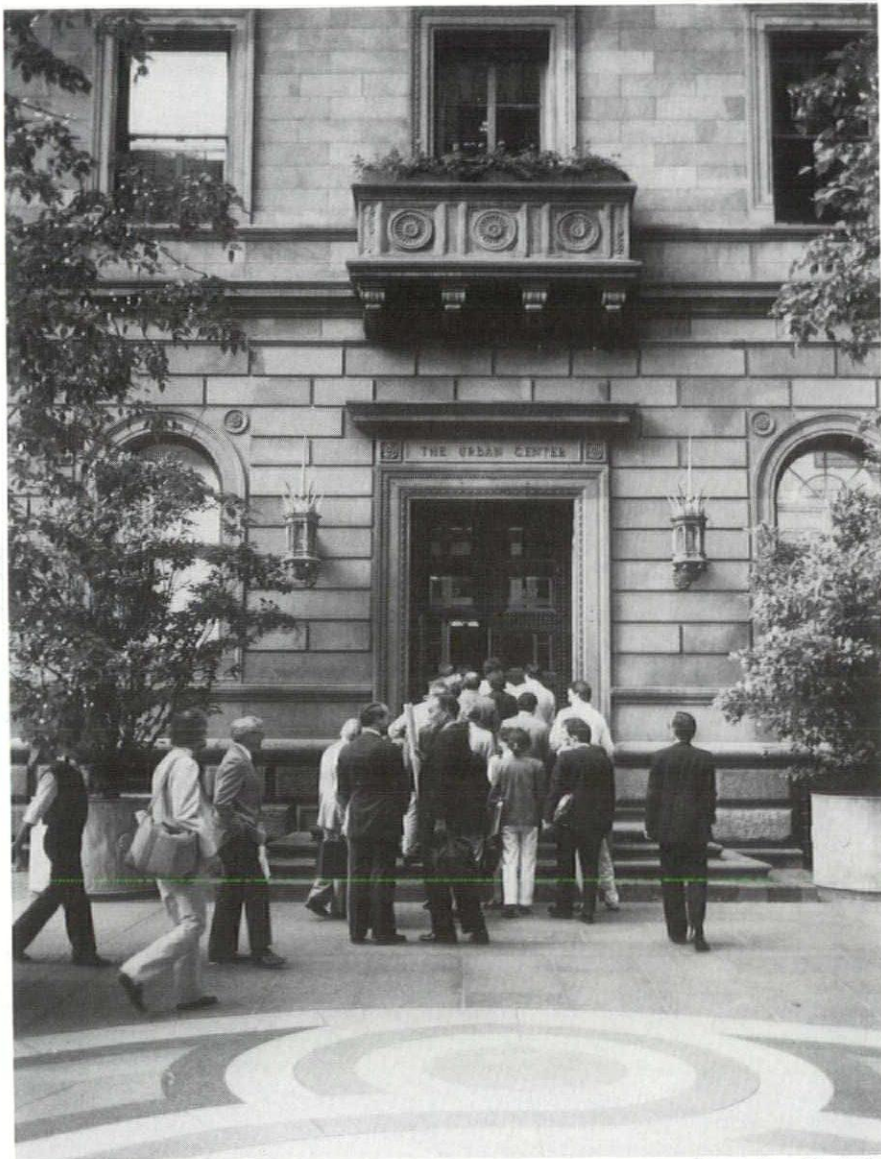


Photo: Stan Ries/ESTO

### Appointed Committees

**Brunner Grant**  
William C. Ellis, *Chair*  
Abraham W. Geller, *Liaison*

**Committee on the Landmarks Commission**  
Bernard Rothzeid, *Chair*  
Terrance R. Williams, *Liaison*

**Oculus**  
C. Ray Smith, Editor, *Chair*  
Stuart K. Pertz, *Liaison*

**Scholarship**  
John Hagmann, *Chair*  
Barbara Neski, *Liaison*

**Transportation**  
Edward Cohen, *co-Chair*  
Claude Samton, *co-Chair*  
Rolf Ohlhausen, *Liaison*

**Zoning**  
Michael Parley, *Chair*  
Stuart K. Pertz, *Liaison*

### Elected Committees 1984-85

**Finance**  
Treasurer, *Liaison*

**Medal of Honor/Award of Merit**  
President, *Liaison*

**Fellows**



## Chapter Reports

by George Lewis

- The 1984 Compensation Survey was published. See article this issue.
- The Chapter reaffirmed its support of Westway at the Corps of Engineers hearing June 26, comparing its potential with Central and Riverside Parks and describing the project as being "in that grand tradition."
- The Transportation Committee—Edward Cohen and Claude Samton, co-chairmen—plans a meeting with high MTA and TA officials to set forth the extreme difficulties experienced by architects with TA station modernization contracts.
- Blair Kamin, an '84 M. Arch candidate at Yale, received this year's Douglas Haskell Award for Student Journalism for a piece titled "One Commercial Plaza: Decisions and Deficits."
- On Exhibit over the summer in the Members Gallery, (closes Sep. 6) "American Architects Abroad: Travel Sketches, 1875-1925," from Avery Library. Most of the drawings depict European buildings and monuments, and "they are pieces of art in and of themselves," said Janet Parks, Curator of the drawings collection at Avery. There is a drawing of York Minster by William Adams Delano.
- Contributions toward the restoration of York Minster can be sent c/o Mr. Frederick Sater, The Morgan Bank, 23 Wall Street, NY 10015.

## New York Foundation for the Arts Announces Program for Architecture

On July 1st, 1984, the New York Foundation for the Arts announced a new division—the Artists Fellowship Program. Funding for the program will begin with an award of \$1.1 million from the New York State Council on the Arts. Fellowships to individual creative artists will be made in fourteen categories: architecture, choreography, crafts,

fiction, film, graphics, inter-arts, music composition, painting, playwriting/screenwriting, photography, poetry, sculpture and video. Applications will be available in August, and the deadlines will be staggered by discipline between October 15th and November 12th of this year. The deadline for Architecture and Graphics is November 12, 1984.

## Letters

Dear Editor:

I was shocked and saddened by the cover of the June issue of *Oculus*. The idea of giving free advertising to Knoll for producing chairs that are totally lacking in beauty and basic design innovation is inexcusable. They are decoration only without comfort or meaning as art. They are backward and show an elitist disregard for any human feeling except whimsy. The whole promotion is a cruel hoax, nearly as bad as the huge in the middle of Philadelphia, posing as sculpture.

Why are we such suckers for the 'good old days'? Why are the twenties copied so lovingly? Where is the new and creative work of the future that is a part of the exciting space age and communication revolution blossoming all around us? Where are the reflections of the inspiring new scientific discoveries being made daily? Where is the attitude that originality of thought in art is a sign of greatness? Where is the real avant-garde?

The one example of a search for this is the Vietnam memorial in Washington. It is simple and strong and the most powerful anti-war statement made in this century. It does not glorify war, so it aroused controversy and a flag pole and sculpture of three soldiers was forced upon it. Some people missed the familiar symbolism of the past, the echo of 'big lie' propaganda. This is the meaning of post-modernism. This is the meaning of the chairs.

Richard W. Snibbe

## Names and News

Romaldo Giurgola was awarded an honorary Doctor of Humane Letters degree by Long Island University . . . John Morris Dixon was a member of the jury for the Interior Architecture Awards 1984 presented by the Chicago Chapter/AIA . . . Robert A.M. Stern has been named the first director of Columbia University's Temple Hoyne Buell Center for the Study of American Architecture . . . Carter Wiseman has been appointed a Loeb Fellow at Harvard for 1984-85 . . . The Preservation League of New York has received a \$75,000 grant from the J.M. Kaplan Fund to coordinate a year-long educational celebration: "Architectural Heritage Year 1986—Three Centuries of Building in New York State." . . . James Stewart Polshek gave the commencement address at the seventh graduation of the Restore/Restoration Skills Training Program in July . . . The Second International Symposium on Design for Disabled Persons will be held in Tel-Aviv, November 18-23, announced the official organizer for the conference: Kenness International, 1 Park Avenue, New York (684-2010) . . . The firm of Moore Grover Harper of Essex, Connecticut, has changed its name to Centerbrook . . . Stanley Abercrombie is the author of *Architecture as Art*, just published by Van Nostrand Reinhold . . . At its annual awards ceremony in the spring, the American Academy and Institute of Arts and Letters bestowed two awards in architecture—the Gold Medal, awarded every six years, to Gordon Bunshaft; and the Arnold W. Brunner Memorial Prize to Peter Eisenmann . . . Frank W. Munzer retired in June as president and treasurer of The Eggers Group after 32 years with the firm; he was succeeded by Peter B. Halfon . . . The New York firm of Wank Adams Slavin Associates (WASA) and the San Francisco firm of Marquis Associates have been selected to design the \$27 million Aaron Copeland School of Music building at Queens College . . . The City of New York is developing financing mechanisms for the production of newly constructed and substantially rehabilitated multi-family rental

cont'd. p. 10, col. 1



# Oculus NYC/AIA SEP 84

Send *Oculus* Calendar information to:  
New York Chapter/AIA, 457 Madison  
Avenue, N.Y. 10022.

*Oculus* welcomes information for the  
calendar pertaining to public events about  
architecture and the other design  
professions. It is due by the 7th of the  
month for the following month's issue.

Because of the time lag between  
information received and printed, final  
details of events are likely to change. It is  
recommended, therefore, that events be  
checked with the sponsoring institutions  
before attending.

## MONDAY 3

1856: Louis H. Sullivan born

## MONDAY 10

### EXHIBITION

"Building Suburbia: Scarsdale,  
1890-1940" sponsored by the  
Scarsdale Historical Society, 1828  
Quaker Meeting House Museum, 937  
White Plains Rd. (corner Boulevard),  
Scarsdale, N.Y. 014-723-1744. Closes  
Jan. 6.

## CONTINUING EVENTS

### EXHIBITION

Photographs of the Statue of Liberty  
restoration. The Municipal Art  
Society, 457 Madison Ave. 935-3960.  
Closes Sep. 15.

### MANHATTAN SKYSCRAPERS

BETWEEN THE WARS  
Exhibition. Cooper-Hewitt Museum,  
2 E. 91 St. 860-6868. Closes Sep. 23.

### ASPECTS OF THE CITY

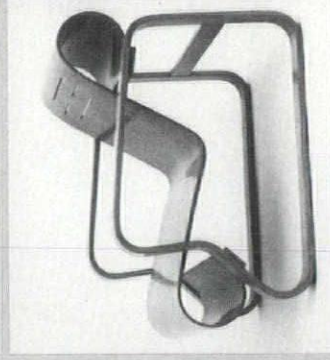
Exhibition of eleven 20th-century  
paintings ranging in date from  
Samuel Halpert's *Flatiron Building*  
(1919) to Red Groom's *Chance*  
*Encounter at 3 A.M.* (1984).  
Metropolitan Museum of Art.  
879-5500.

### DESIGNS FOR TEA

Exhibition of objects from Europe  
and the West, with reference to the  
geographic and social origin of tea  
culture in the Far East. Cooper-  
Hewitt Museum, 2 E. 91 St. 860-6868.  
Closes Oct. 28.

### VISIONS OF LIBERTY

Exhibition of photographs relating to  
the Statue of Liberty celebrating the  
centennial of its official presentation.  
The New-York Historical Society, 170  
Central Park West. 873-3400.



## TUESDAY 4

### WILLIAM MORRIS

Exhibition celebrating the 150th  
anniversary of William Morris, man  
of letters and founder of the Arts &  
Crafts Movement in 19th-century  
England. Pierpont Morgan Library,  
29 E. 36 St. 685-0008. Closes Nov. 25.

## THURSDAY 6

### ONCE AROUND THE PARK

Free 1-hour tour of Bryant Park  
sponsored by the Bryant Park  
Restoration Corp. 12:30 pm. 679-4142.

## FRIDAY 7

### GUNNAR ASPLUND

Exhibition of the Swedish architect's  
drawings. Max Protetch Gallery, 37  
W. 57 St. 838-7436. Closes Sep. 30.

### DISCOVER NEW YORK TALK

"An Urban Suburb, Upper West  
Side," 6-8 pm. Municipal Art Society,  
457 Madison Ave. 935-3960.

### DISCOVER NEW YORK WALK

SAT & SUN SEP 8 & 9  
"An Urban Suburb, Upper West  
Side," 2 pm, 73 St. & Central Park  
West. Municipal Art Society.  
935-3960.

## TUESDAY 11

1854: Architect William Holabird  
born

## WEDNESDAY 12

1933: Architect Charles Adams Platt  
died

## THURSDAY 13

### ADAM'S HOUSE IN PARADISE

Designs proposed by architects for  
the coexistence of housing at "The  
Garden of Eden" built by Adam  
Purple on abandoned land in lower  
Manhattan. Storefront for Art and  
Architecture, 51 Prince St. 431-5795.  
Closes Oct. 6.

## FRIDAY 14

1909: Architect Charles Follen  
McKim died

### ONCE AROUND THE PARK

Free 1-hour tour of Bryant Park  
sponsored by the Bryant Park  
Restoration Corp. 12:30 pm. 679-4142.



## MONDAY 17

### EXHIBITION

Times Tower competition. The Municipal Art Society, 457 Madison Ave. 935-3960. Closes Oct. 27.

## TUESDAY 18

### CONFERENCE

Long Island Affordable House Conference sponsored by HUD and the Long Island Chapter/AIA, Hillwood Commons Lecture Hall, C.W. Post Campus, Greenvale, N.Y. For invitation: Kendall Lampkin, HUD New York Regional Office, 264-4378.

### DEADLINE

For submission of concepts for the Urban Design Competition for the Escondido Civic Center: Competition Secretary, City of Escondido, 100 Valley Blvd., Escondido, Cal. 92025.

## MONDAY 24

1854: American architect Minard Latreuve died

## TUESDAY 25

1687: Parthenon exploded under bombardment by Turks

## WEDNESDAY 19

1973: American architect William W. Wurster died

## WEDNESDAY 26



## WEDNESDAY 3 OCT

1957: American architect Bernard Maybeck died

## TUESDAY 2 OCT

1954: American architect Henry Mather Greene died

## MONDAY 1 OCT

### WORKSHOP

"Managing Fire Safety in Health Care Facilities," (Oct. 1-3), sponsored by the National Fire Protection Association. Roosevelt Hotel, New York. Information: NFPA, Batterymarch Park, Quincy, MA 02269, 617-770-3000, ext. 313.

## THURSDAY 20

ONCE AROUND THE PARK  
Free 1-hour tour of Bryant Park sponsored by the Bryant Park Restoration Corp. 12:30 pm. 679-4142.

## THURSDAY 27

ALVARO ALTO: FURNITURE AND GLASS  
Exhibition. Museum of Modern Art, 11 W. 53 St. 708-9400. Closes Nov. 27.

### ONCE AROUND THE PARK

Free 1-hour tour of Bryant Park sponsored by the Bryant Park Restoration Corp. 12:30 pm. 679-4142.

## FRIDAY 21

DISCOVER NEW YORK WALK, SAT & SUN SEP 22 & 23  
"Brick and Brownstone on the Hudson Store." 1:30 pm. Chelsea Hotel, 222 W. 23 St. between Seventh and Eighth Ave. Museum of the City of New York. 534-1672.

### SAT SEP 22

The Public Architects Committee is sponsoring a *Tour of the NYC Convention Center*. Meet at the Field Office on the south side of 34th Street near 12th Avenue, at 10:30 a.m. The tour will run to 12:30 p.m. RSVP 838-9670.

## FRIDAY 28

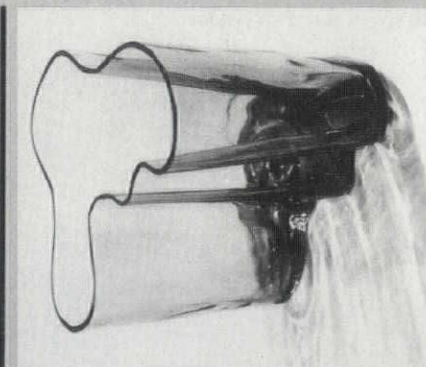
### ENTRY DEADLINE

In competition sponsored by the Florida South Chapter/AIA for the design of the mall for the Southeast Overtown/Park West Redevelopment Project on land adjacent to Downtown Miami. FSC/AIA, 1150 S.W. 22nd St., Miami 33129, 305-854-4790.

## THURSDAY 4 OCT

### INTERNATIONAL CONFERENCE

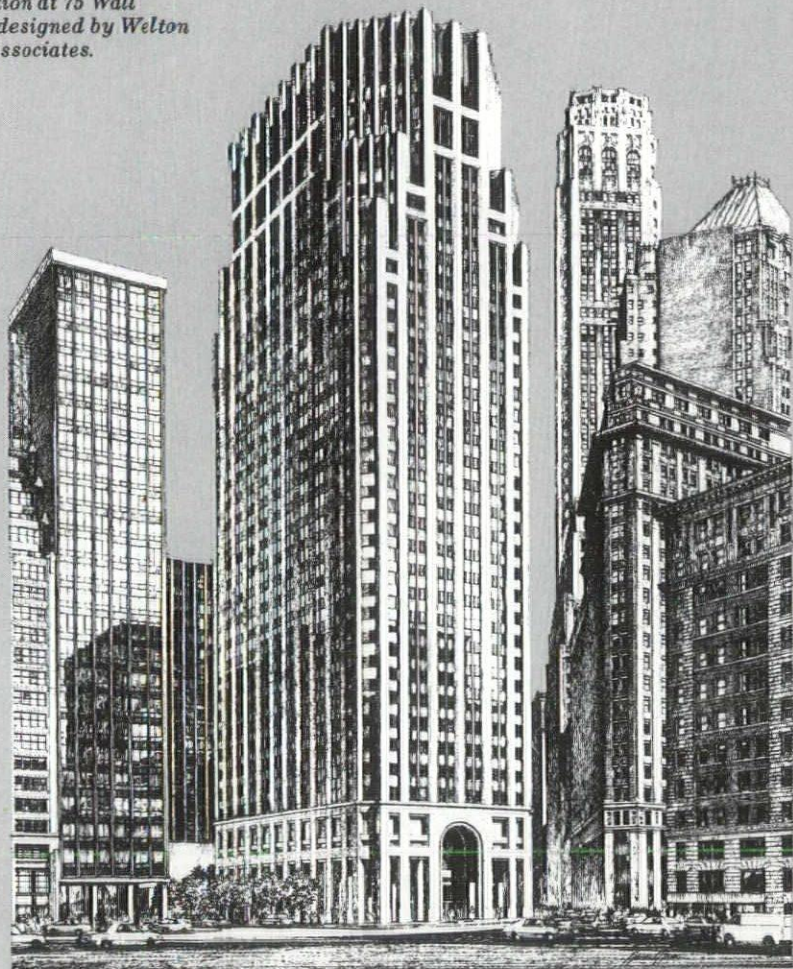
"Art and the Human Environment: Dublin—A Case Study" (Oct. 4-7), the centerpiece of ContemporEire '84, a Celebration of the Visual Arts in Dublin (Sept. 29-Oct. 14). National Gallery of Ireland. To register for conference: ContemporEire '84, 12 Herbert St., Dublin 2, Ireland.





## Names and News

*Barclays Bank Building under construction at 75 Wall Street—designed by Welton Becket Associates.*

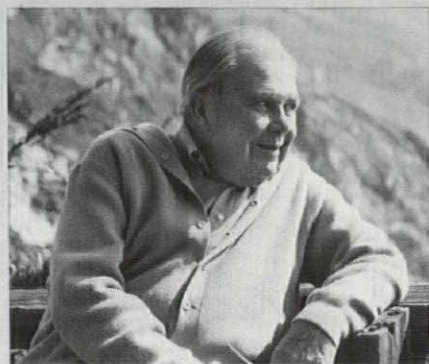


*cont'd. from p. 7*

houses. This represents the first phase effort to stimulate the development of housing for low, moderate, and middle income persons and families. For further information: Sheldon Gartenstein, Department of Housing Preservation and Development, 566-0348 or 566-1077 . . . Arthur Rosenblatt is introducing a series of six lectures (Nov. 7-Dec. 12) on "Conserving New York" at the Metropolitan Museum. Lecturers will be: Daniel Patrick Moynihan, John Belle and William H. Whyte, Hugh Hardy, Milton Glaser, Brendan Gill, and Theo Prudon . . . Arthur J. Blume has been appointed a senior vice president of the healthcare division at Rogers, Burgun, Shahine & Deschler, Inc. . . . Larsen/Juster Architects and Planners have moved to 632 Broadway; the firm also announced the promotion of Jorge Ambrosoni and James K. Maeda to Senior Associates, and Walter Ganley to Associate . . . The Regional Plan Association in cooperation with Conseil Regional d'Ile-de-France is sponsoring an International Symposium of World Metropolitan Leaders in Paris, October 6-14. It will take up urban planning, demography, economic and technological change, transportation, and culture and living environment. For information: Regional Plan Association, 1040 Avenue of the Americas, 398-1140 . . . The NYC/AIA Computer Committee, working in conjunction with Casio, Inc. and Sunrise Software, Inc., has developed a program for two of Casio's instruments . . . The Florida South Chapter/AIA has announced a competition for the design of a mall for the Southeast Overtown/Park West Redevelopment Project on land adjacent to Downtown Miami. Deadline is September 28 for receipt of \$25 entry fee; October 26 deadline for receipt of entries. For competition details: FSC/AIA, 1150 S.W. 22nd Street, Miami, Florida 33129, 305-854-4790 . . . Voorsanger & Mills have teamed up with Vladimir Kagan Designs, Inc. to bring out their new Morgan Collection of furniture . . . Lalli and Moore Associates, Inc. have moved to 126 Fifth Avenue, New York

10011 . . . Suzanne O'Keefe, who was awarded a Charles H. Revson Fellowship on the Future of the City of New York, is on sabbatical from her position as executive director of the New York City Loft Board for the 1984-85 academic year . . . William P. Scott III has been named director of the New York office of Welton Becket Associates, and Robert E. Zumwalt has been named senior project director . . . The Welton Becket firm is the architect of a \$200 million, 36-story structure now under construction at 75 Wall Street, that will serve as the new North American headquarters for Barclays Bank International . . . Diana Kettner has joined the New York architectural, engineering, and planning firm of Howard Needles Tammen & Bergendoff as business development coordinator . . . *Curb Cuts*, a brochure published by the Eastern Paralyzed Veterans Association and edited by Barrier-Free Design director Terence J. Moakley, is subtitled "How to design and construct proper curb cuts in Connecticut, New Jersey, New York, and Pennsylvania." . . . The registration deadline for the Urban Design Competition for the Escondido Civic Center (see *Oculus*, June 1984, p. 13) has been eliminated. Designs may be submitted any time before the September 18th First

Stage submission deadline (see calendar) . . . The Museum of Modern Art is publishing a revised edition of the classic study, *Modern Gardens and the Landscape* by Elizabeth B. Kassler, who was curator of architecture at MOMA in the mid-1940s . . . *Oculus* deeply regrets the death of Nathaniel A. Owings, the internationally influential architect and urban designer, in Santa Fe on June 13th. Co-founder in 1938 with Louis Skidmore of the architecture firm of Skidmore, Owings & Merrill, Owings once said that the "hope for the future lies in planning, where man can live in harmony with nature, contributing his own natural system of habitat building, just as the beavers create their own form."



*The late Nathaniel Owings.*



# Annual Meeting





## Committee Chairman's Report on Compensation Survey 1984

*At the Compensation Committee meeting  
in June: Sam Haffey, Eason Leonard, and  
Carmi Bee.*

by Eason H. Leonard

The Chapter's Compensation Committee has completed a new *Architects Compensation Survey*. It provides income information for practicing architects and employees in the New York area as of January 1984. We want to thank the contributing firms, corporation offices, and public agencies for their participation and response.

This Survey follows the one initiated in 1981 by Joe Wasserman, Richard Hayden, and Frank Munzer. It indicates progress, but not to the degree proposed by the Executive Committee resolution in 1982. That resolution stated that starting level salaries should be increased by 20 percent per year over 3 years. The new Report, published June 1984, shows that this goal is being met in firms of 6 to 10 and 41 to 100. For some reason, however, the reports of firms in other size categories are not as positive.

In addition to being interested in the effect of the Executive Committee's 1982 resolution, we wanted to establish a format for surveys. We recommend that they should be repeated every 3 to 5 years. Assuming that this effort would be substantial, I was fortunate to have two Committee members agree to play a major role. This document was produced by Carmi Bee, Survey Chairman, and Sam Haffey, Survey Coordinator. I appreciate the wonderful job they did and I think we should all thank them. Bee was responsible for the general format of the Report and designed its new cover; Sam Haffey, with special application of his computer, gathered all the information and developed the program to display and print schedules and graphs.

### Committee Influence

Our concern for the very low level of compensation in our profession has recently been receiving widespread attention. In 1983 the National AIA Board appointed an Architects Economic & Compensation Task Force. The aim of that group was to review statistical material which



indicated a critically serious problem regarding the economics of practice and the decline of the profession did indeed exist, and that there was reason for serious concern that excellence in architectural services would be impossible to maintain if these negative conditions did not change for the better. The Task Force report found that architects are the lowest paid component of the construction industry, ranking behind contractors, engineers, and design/builders.

This Chapter introduced a resolution to the 1984 AIA National Convention in Phoenix calling on the Institute to assign a high priority to the issue of establishing a fair return on architects' investments in their practices and fair compensation for employees. This resolution was adopted unanimously.

### Committee Purposes

The ongoing purpose of the Compensation Committee should be to work toward the improvement of salaries and benefits of practicing architects at all levels. The first recommendation of the National Task Force was that periodic salary surveys should be conducted to establish and exchange facts regarding current pay scales. We now have that information in hand, indicating how difficult it will be to accomplish the projected goals for salary improvement. These goals should be regularly reviewed and updated.

We must acknowledge the "ripple

effect" that salary adjustments at the lower levels will have on more experienced professionals. The obvious answer to improving compensation across the board is to examine our processes and to make the needed adjustments in our methods which can improve our profitability. When we compare our income to that of other professions, we should not blame the other professions.

Architects should face the fact that to the rest of the world, the word compensation means "Money." The other professions and other members of our industry are not at all bashful about this issue. Why do architects find it so distasteful to talk about the bottom line? That very reluctance—to negotiate hard, to ask for the full value of services, to ask for more when the owner increases those services, to press for that final payment or adjustment—is the prime reason why our net income is disappointing.

The image of an architect as an "artist" and "intellectual" but not a financially responsible professional has cost us all our rightful status in the business world. Most owners will judge your level of financial responsibility by those things you do on your own behalf. You must be able to speak with knowledge about your cost of doing business and the fair basis of compensation. Owners like to shop around for comparative fees and tell you what your charges should be. In my view, if you accept their evaluation of your business, you lose credibility.



*The Compensation Survey Report includes six graphs for the six levels of job responsibility. The graph shown is for Level III— "Independently evaluates, selects, and applies standard architectural techniques under clearly specified assignments; may supervise a few Level I and II employees. Experience: 3 year minimum."*

### Committee Concentration

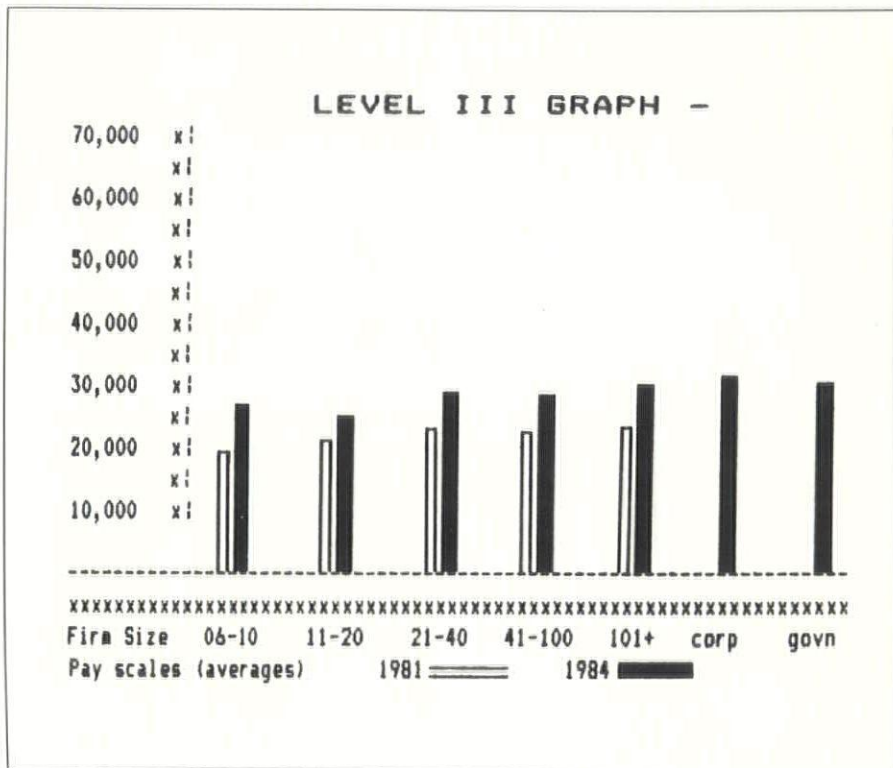
Therefore I would propose that the Compensation Committee concentrate its activity on money matters. It should leave to other committees the issues of marketing and promotion, presentation techniques, professional practice and liability, and positions on urban and social affairs. This Committee should be the Chapter's financial conscience and should search for ways to bring this subject to the forefront.

There are several projects that future Compensation Committees could pursue:

1. Promote familiarity and use of available AIA publications on management procedures and guidelines.
2. Encourage professional offices to establish a balance in their operation. Every office of more than one man should have a prime fiscal officer. For instance, an architect with an MBA could be helpful.
3. Encourage members of our profession to assist each other by sharing in the following ways:
  - a. A local or national data bank to distribute information regarding manhours to perform services on buildings of various types and complexity;
  - b. A lifeline type of communication between volunteers who would be willing to help other architects with questions regarding salaries, fees, contracts, and other items related to financial matters.
4. Finally, the active promotion of the cost-based method of compensation.

## The Meaning of "Fee"

In the overall construction industry the term "fee" is very loosely used, so that "fee" may mean something different to an owner from what architects intend. General contractors, construction managers, and subcontractors develop their compensation by calculating a cost and then applying a percentage factor for "fee," which is generally their profit.



The owners often misunderstand that architects' fees include cost, overhead, and profit. They assume the architects "fee" is similar to the contractor's. However, it is obvious to us that they are quite different.

Architects confuse owners by including their cost, the cost of consultants, and profit (if any) under one umbrella that is generally related to a percentage of the cost of construction. For many reasons, it is becoming less and less appropriate to relate A/E compensation to a percentage of construction. Recognizing this fact, the AIA is proposing that the method of determining compensation for our professional services be brought more into line with the method used by our industry in general—through use of the AIA's recommended Compensation Management guidelines, which offer a basis for calculating costs, to which a percentage multiple can be applied.

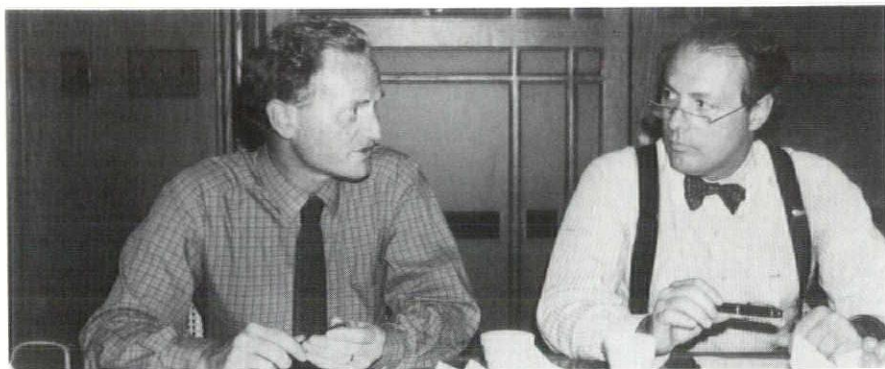
The profession should acknowledge

that it faces a serious problem. It must permit itself to accept adequate financial reality to support its objectives. The Compensation Committee must provide leadership in this effort.

**The Architects Compensation Survey 1984** has been sent to Chapter firms and is available from the Chapter office (Chapter members free; others \$5).



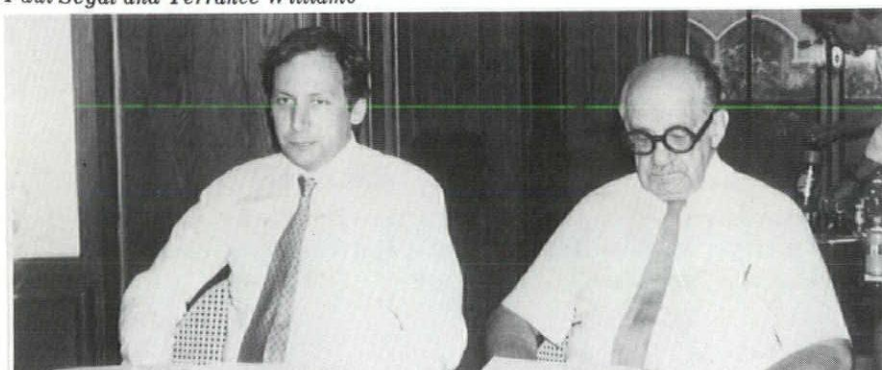
# Executive Committee 84-85



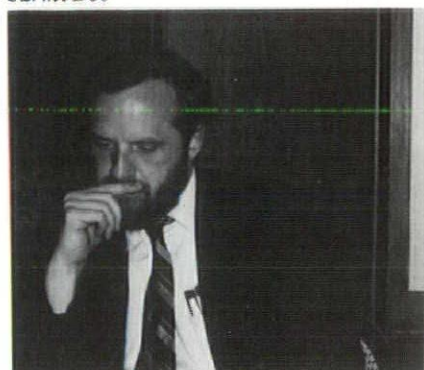
*Paul Segal and Terrance Williams*



*Carmi Bee*



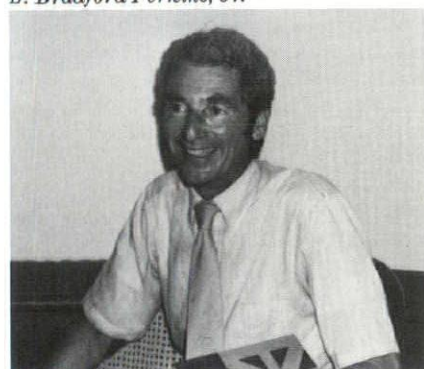
*Michael Adlerstein and Abraham W. Geller*



*L. Bradford Perkins, Jr.*



*Barbara Neski and Stuart K. Pertz*



*Rolf Ohlhausen*



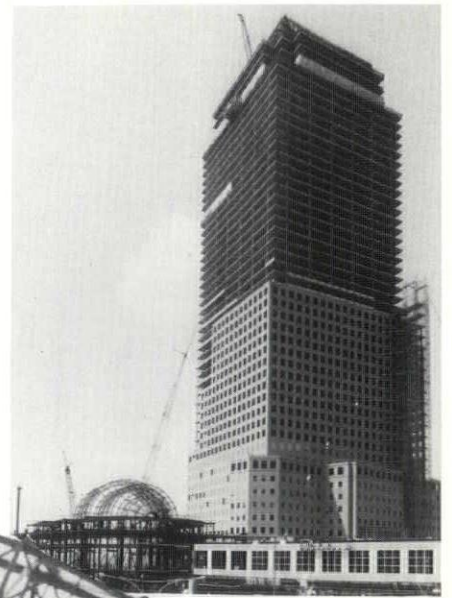
*Steven Goldberg and Lenore M. Lucey*



*Thomas Fridstein*



*Progress at Battery Park City.  
Photos: Stan Ries/ESTO*





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