

The Ohio Architect

January/February, 1968

THE OHIO ARCHITECT
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the ca\$e report

the
architect
as a
businessman

ALL-ELECTRIC:

"only way we could get automatic control"



Reid Memorial Park Municipal Golf Course, Springfield, Ohio

Architect: Schreiber, Little & Associates

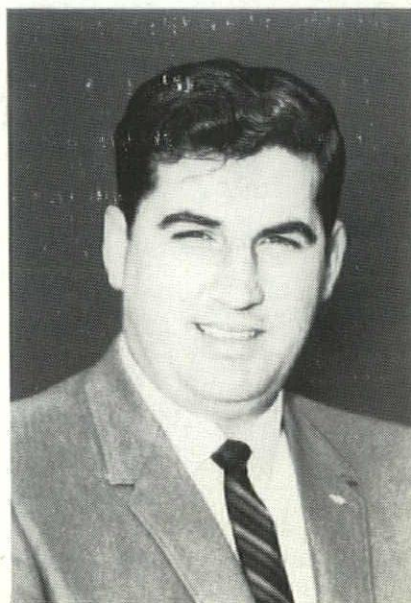
Engineer: William Koenig & Associates

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The Ohio Architect



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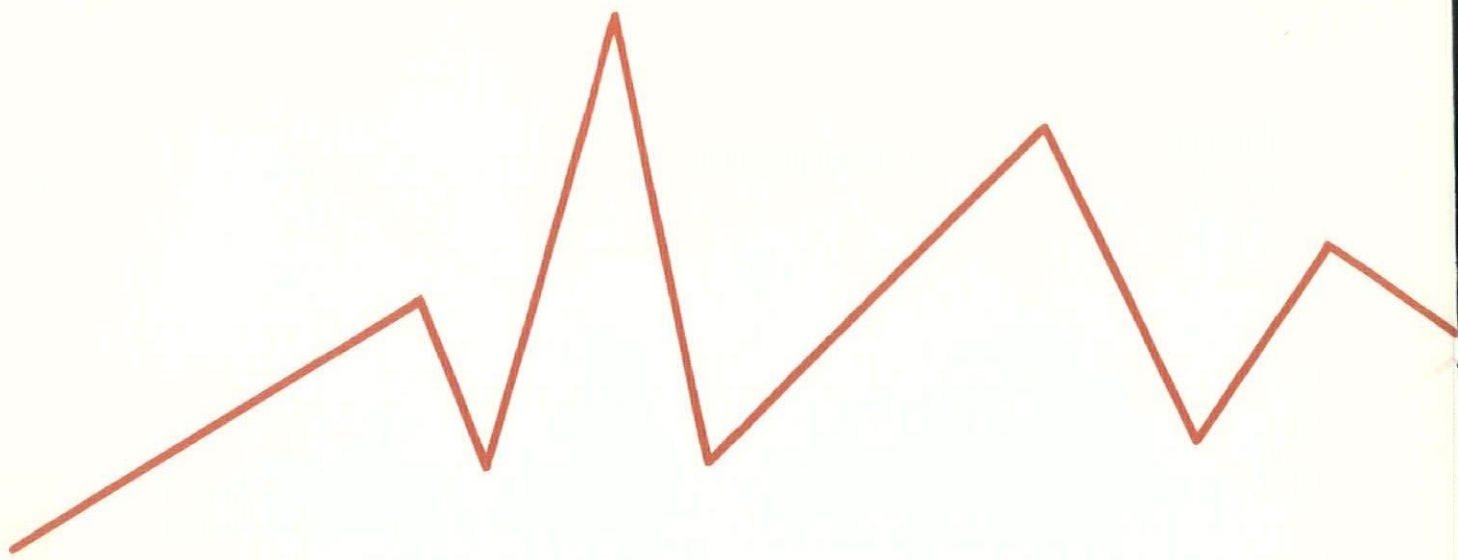
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the case report:

The Case & Company report on the business practices of Ohio Architects comes as a shock not because it says some firms lose money, but because it says a lot of firms lose money approximately one out of every four years.

That bit of information, hard though it is to digest for the Architect, will have an even tougher time with a public whose image of the Architect is a man sitting in a plush office who makes a few drawings and then rakes off a big fee.

Case made these generalizations after a detailed study of fourteen Ohio firms and ten firms in nearby states. Returns from the first ten firms showed, for instance, that sixty per cent sustained a loss in one of the years from 1963 to 1967. Furthermore, by multiplying the ten firms by the four years to get forty firm-years, Case found that nine of those years, or almost twenty-five per cent, were operated at a loss. What is especially surprising about these findings is that the firms losing money fell into no discernable pattern of job type or size. "Some were able to do church, residential, hospital or institutional design at a profit while others in similar individual projects lost money."

Case adds: "When the costs of the job exceed the one hundred per cent mark, this of course represents a loss on that job, but it doesn't represent the total loss. The money spent to operate the firm during work on that job and the talent used on the job represent an area that should be considered: therefore, the loss is even

greater than the study would indicate."

The management consultant firm recommended solutions to this "alarming" condition in two broad areas: internal business practices and professional promotion.

One of the prime targets for the consultant's wrath is the fee structure. The reports states emphatically that fees must be revised to eliminate those services which are presently performed all but free. Programming, in particular, should be eliminated unless paid for separately the report says, because the Architects fee was never meant to include programming. "In many instances, the biggest financial problem that faces the Architectural firm is the amount of work that they do beyond the scope of their contract—for which there is no financial remuneration. The fee which can be charged, for the most part, is a fixed sum. It is, therefore, imperative that the scope of the service to be performed be fixed."

Next on the Case list are the imperative need for scheduling and budgeting jobs before they are begun. "Scheduling of the work at the beginning of the job, the right method of accounting, and the supervision of the job, from a budget standpoint will make the job profitable.

"Proper budgeting will often indicate that the job cannot be done within the fee, and if this information is made available before the job is accepted, it can prevent a firm from taking the wrong kind of work. It may be necessary to admit to yourself that your firm can't do certain types of work. This realization should lead



the architect as a businessman

to the use of other firms as associate Architect in jobs that are not profitable for your firm."

The proper tool for scheduling and budgeting is an accounting system. "An accounting system should be developed that can be easily understood by the principals; not one that only an accountant can read but one that each of the principals can understand and use as a tool. It will be possible to write one program for data processing that can be used throughout the state. Many different data processing houses in each of several large population areas can use the same program, thereby reducing the programming costs. Individual Architectural firms could then buy time to have their accounting work data processed and a weekly report given to show where each phase of each job stands how much time and money has been spent for each phase and how that relates to the budgeted amount for that area."

The report also recommends that "a study should be made to develop information as to when a partnership, limited partnership or corporation should be formed into and how it should be entered into. It is entirely possible that many of the middle-size and larger firms can use several combinations to best serve their own needs and to help in encouraging and holding key people.

"Ways to hold key personnel and encourage their inclusion into the firm must be developed. This would necessitate the giving or selling of the stock in the firm to these individuals as they are coming along, but in a controlled program so as not to lose the control of the firm."

Looking outside the firm itself, the Case report urges ASO to work in the areas of promotion of Architecture as a career and promotion of Architects as absolutely necessary to construction. The report states that this work would best be done by a society of principals rather than the present society of Architects although it never fully explains why.

In line with current recommendations of AIA, Case urges ASO to go into junior high schools, high schools and colleges to "tell them about the field of Architecture and to explain to them what it is that you need and what you are looking for in a graduate Architect." Finally, the report says:

"It is necessary for this profession to find a way to do residential work and church work profitably and at a figure low enough to be available to the individuals. It is important that everyone be aware of the need and savings to be gained by using an Architect for any construction. If the average individual feels that he cannot afford an Architect for a residence, or that it's too expensive for the small church, at what point does he feel that Architects are necessary? In a related business, in a different industry, we are working with a client who is about to build a plant that will cost in excess of one half million dollars. When questioned as to his choice of Architects, he said that this was just an ordinary plant and didn't need an Architect. No one has informed him as to what an Architect can do and why it is necessary, and this must be done if the profession is to flourish. ■

Dr. Millett



"I must say first of all that the comparisons chosen by the Plain Dealer are ridiculous. The paper talks about the Hall Auditorium at Oberlin which seats 400 people at a cost of about \$4 million. It talks about the Architect Minoru Yamasaki. I recently visited the Woodrow Wilson School of International Affairs at Princeton designed by Yamasaki. Yes, it is very beautiful; it cost \$85 per square foot.

"Both schools had bequests specifically for the purpose of constructing those two buildings. We have only taxpayers money. Would you go before the taxpayers asking for \$4 million to build a hall for 400 people? The article is built on a false issue. The problem isn't local Architects versus out-of-state Architects, it's a problem of cost.

"We have to press our schools into getting the most space per dollar. Until very recently, our cost for classrooms was less than \$20 per square foot and \$35 per square foot for labs. With spiraling costs, we're afraid the price will be closer to \$35 per square foot for classrooms and \$50 to \$55 for labs. Even so, compare that with the \$85 for the Yamasaki classrooms. Frankly, I am not convinced that some of our Ohio Architects couldn't do as fine a job if they had that kind of money to work with.

"A second factor to remember is our method

of financing. We are able to finance capital improvements only by bond issues, and that is a very uncertain method of financing. We never know from one two-year period to the next if there can be any construction. Right now we're coming to the end of funds voted in 1965. With the defeat of the bond commission, we have no source of funds in sight. We have been hard up for capital improvements and we're still hard up. Our enrollment has tripled since World War II. Then, state universities enrolled 70,000. As of this September, we enrolled 200,000 on our campuses. In the same time period private colleges in Ohio grew only from 75,000 to 100,000.

"Also, final choice in design rests with the trustees of the individual schools. The trustees at Miami University and Ohio University choose to build everything in the Georgian or Colonial styles already on their campuses. They can of course be criticized for this, but the decision is theirs. Bowling Green has been putting up some striking contemporary buildings, but unfortunately we've had to chastize them a bit because they sometimes spend more than we think they should. Our emphasis is on economy of construction. Ohio Architects have cooperated with us in working within these limits. I personally feel they have done an exceptional job."

Before Dr. Millett's appointment as chancellor in 1964, he served for eleven years as presi-

Dr. John W. Millett, chancellor to the Ohio Board of Regents, was named an honorary member of the Architects Society of Ohio in December. The distinguished educator and political scientist wished to take this opportunity to discuss with fellow members criticisms aimed at his office and at Ohio Architects by the Cleveland Plain Dealer. The newspaper compared Architecture at state universities and private colleges in Ohio, reaching the conclusion that the Architecture is better at the private schools because the trustees went out of state to find Architects.

Answers the Critics

dent of Miami University. An Indiana native, Dr. Millett graduated from DePauw University in 1933. He earned his master of arts degree from Columbia University in 1935 and his Ph.D. in 1938. Dr. Millett's field of expertise is political science, with a special concentration in public administration. He served with the United States government, advised the government of the Phillipines and authored many books in his field while teaching at Columbia.

Dr. Millett directed a study on financing higher education sponsored by the Association of American Universities under grants from the Rockefeller Foundation and the Carnegie Corporation. He has been chairman of the Commission on Administrative Affairs of the American Council on Education, president of the State Universities Association, secretary-treasurer of the National Association of State Universities, a trustee of the College Entrance Examination Board, trustee of Education Testing Service, a trustee of the Institute for College and University Administrators, chairman of the Ohio Interim Commission on Education Beyond High School, and chairman in 1961 of a survey committee studying higher education in Mexico for the Ford Foundation. He was consultant to the Commissioner of Education in Washington in 1964 to establish the administrative machinery for the Higher Education Facilities Act of 1963. ■



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Continuing
Education
Seminar

Environmental Engineering: The Total Design



Seated l. to r.: President Richard Tully, Chairman James Folley.
Standing l. to r.: Elliot Whitaker, Fred S. Dubin, Harold L. Mindell,
Norman D. Kurtz, Selwyn Bloome.

Harold S. Dubin, president of Dubin & Associates, environmental engineers, led the 1967 Continuing Education Seminar. The following is taken from his opening remarks.

"Environmental engineering, total design, is the recognition of problems and the solution of all problems affecting man in his daily life—spatial relations, tactile environment, physiological and social environment.

What should an Architect know when starting to design a project? He should analyze the building program. Many expect the client to come with a program in hand. More often than not, the client has no program in mind, no idea for the future of his building. Things are changing so fast now, you can't even be sure how to design a bank for ten years in the future. They are already doing so many things they look like drugstores. In education buildings you really don't know, because education is constantly changing.

It is up to us as designers to help determine a program for the building. How it is used, what might be proper joint use or multiple use of space will have far-reaching effects. Using an auditorium as part of a public school by day and for adults at night saves, besides construction costs, sewer and power lines, utilities. With business and residential areas grouped together, both could use the same power distributing system because they would use it at different times. One function of a designer is the conservation of energy. Not saving energy for its own sake, but using less to leave more to build other badly-needed facilities. We must stretch resources. We are working within an economic framework, within the limits of what society can do.

The engineer should be brought in early to help with this kind of far-reaching programming. He may have ideas that will be very helpful.

Architects seem to want to insulate the engineer from the client.

The design process should be a team effort. Engineers and Architects should be working more closely. I am discouraged because I don't think we're ready for it yet. Part of the blame goes to the arrogant feeling among many designers who feel they are the "master builders", the boss. True, Engineers often don't make themselves better qualified. But sometimes Architects don't let them do it.

Secondly, I would recommend calling in a consultant for functional programming—an education consultant, a kitchen consultant, a transportation consultant. Perhaps what I want to stress here too is bring him in early. We find that the different groups of professionals working on a job have a lot of problems with communications. Working together early in the project and writing it all down might help.

What are we designing for? We often lose track and work for a mechanical structure instead of for people. We say we design for man's needs, his wants. But we don't always know how to meet his needs and wants and we don't know what physiological and psychological effects our attempts at solutions produce. In our teaching, we are often asked how to set humidity and temperature for a building. We are asked for criteria for what makes people comfortable. This is really on the periphery of our skill. It's really up to the social behaviorists to tell us.

But we have to look for it ourselves, because if we wait for it to come to us, we'll wait a long, long time. Let us be very bold, brazen and find out what these factors are. One researcher worked with a tribe in which the people hear as well at seventy-five and eighty as Americans do at twenty-five. They also have very little heart

continued on page 12

trouble. He found they lived in a very quiet environment. That scientist is now doing research on the effects of the sonic booms on people. Another researcher linked poor lighting with bad teeth. He found that in poorly-lit classrooms, students actually knashed their teeth in an effort to see better.

We have to study not only the effects of environment on people, but the interrelationships between the two. Hues of wall paint will look different under different sounds; Michigan State University is studying the effect of the thermal environment on learning.

If we knew everything now known about people and the environment, we could do a lot better job. We must go further and initiate research. It's up to Architecture schools in particular. We need to know a great deal more about how to create an environment that will be more of what an environment should be. Take the humidifier, for example. We know how to design one that will be accurate within plus or minus one per cent. We know what size to make it, know how much water it should take, know how much it should cost, but we don't know how much humidity we should have. We know how to do it but we don't know what we should do. We've got to find out.

The environment affects us in ways we can't measure. We need a physiological monitoring device to find out what is happening. It can be frightening. We have just learned that chromosomes undergo changes in different thermal environments. We may be affecting future generations if we let it get too hot or too cold.

External factors beyond our control will affect the total design problem. Outside temperature and air pollution are examples. Pollution can warm the air, increase fog and smog, for instance. Good design means a thorough analysis of the "micro-climate," the environment of just the spot to be built upon—its weather, humidity, etc. The designer should also look at ways he can help the external environment perhaps by combating soil erosion caused when others stripped an area bare of trees.

To accomplish these things I go back to what I said before, we have got to work as a team. We really haven't made much progress in this area. We think we have, but it's mostly just talk about "integration." A few schools have begun to look at educating environmentalists, urbanologists, but most schools of Architecture are just renaming their courses.

Look at the decisions an Architect makes which effect total design. The Architect usually chooses building materials on the basis of aesthetics. He should also look into the condensation

content of the material—whether it is moisture absorbing. Architects should know more about air—its heat, moisture capacity—not as engineers but just because the air in a building may affect the choice of materials. It may affect the spacial relationships. If the Architect has an idea of what the basic principles are, he may make a better choice of materials and design. He's got to know more about choices available to him in systems and the consequences of various systems. Energy relationships like how much heat there is in a kilowatt of electricity are especially important now when we're being battered on every side by utility companies giving their product the hard sell.

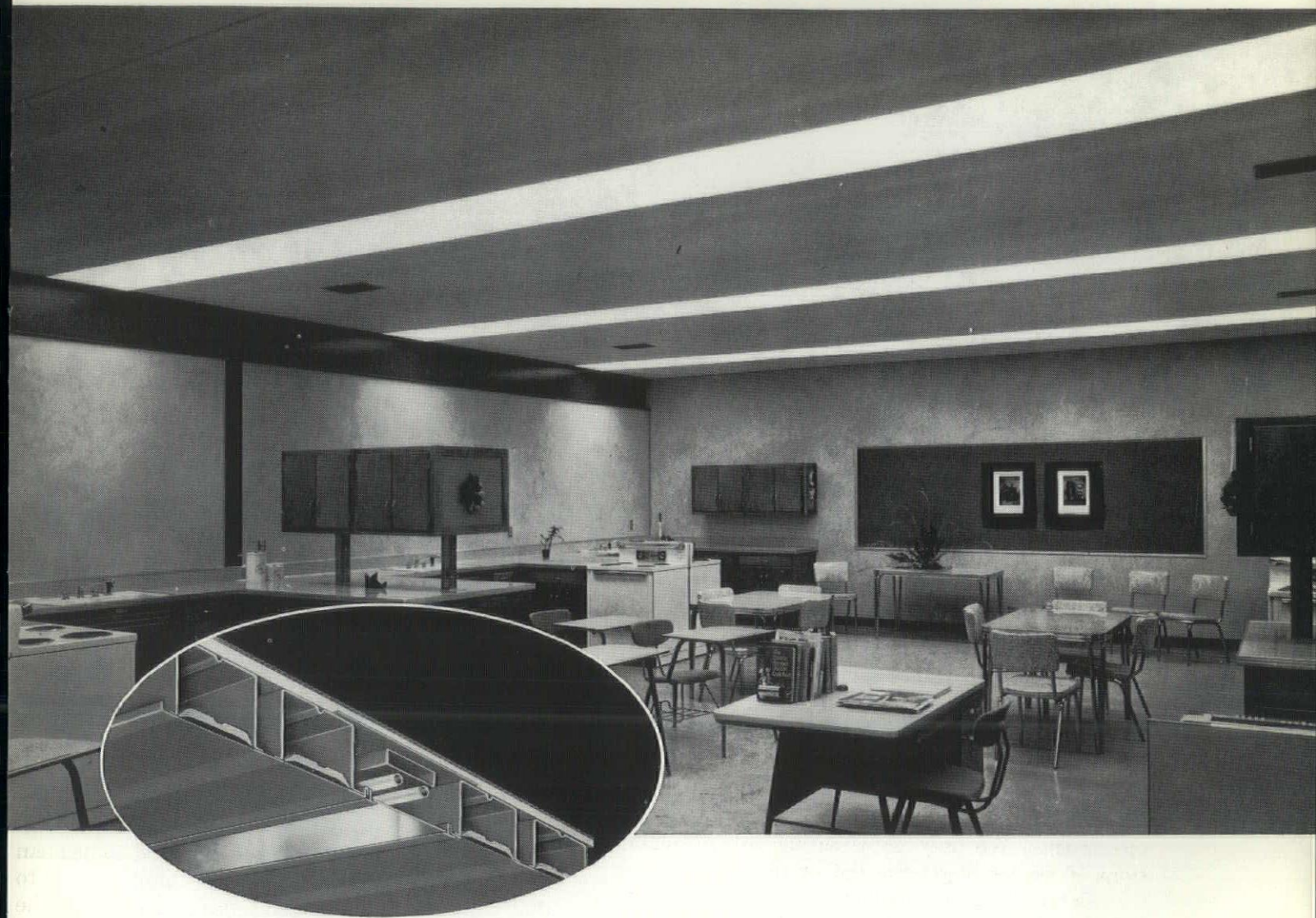
Architects should also move more deeply into the collection and dissemination of information. You've got to look for it, gather a technical library. With computers this will be much more helpful, of course.

Every time I look at the total design problems as it relates to the Architect, I always come back to the team approach. The problem there is always "Who's going to be the leader?" The Architect feels he is the master builder and should be in control. Hopefully, yes, he should—the reason being a broad educational background and experiences and an understanding of how buildings and shelter can serve the social purpose. He ought to be the leader, but often he abrogates his responsibility to others, like the package builders. The figures are amazing of how few buildings in the United States are designed by Architects. And it doesn't do any good to bemoan it. Engineers are doing the same thing—losing to the package builder. I don't mean to chastise the package builder. I think there is a place for them. But it is an example of how we're just giving up our responsibility by not making ourselves more knowledgeable about the total problem.

We need to do more research. The Architect and the Engineer need to work much more closely as a team. The traditional fee relationship is an unfortunate influence on our performances. It's the notion of responsibility backwards. The basic design problem should be "What's good for people, what do we need, what does society need, what does the job need, how do we get it done." But instead, we ask "What is the return. If I invest a dollar, will I get \$1.06 back." I'm realistic enough to know economics is important. But that would follow if we took a different viewpoint. I believe if the design is proper, the service is worthwhile for the people, then we'll be paid.

I believe we have to become political, too. We must work with the public and fight for those things we know we should be building. ■

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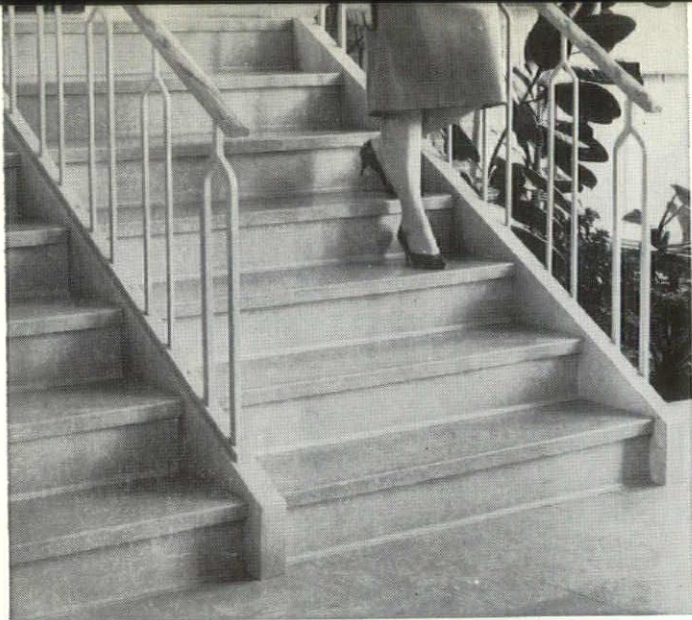
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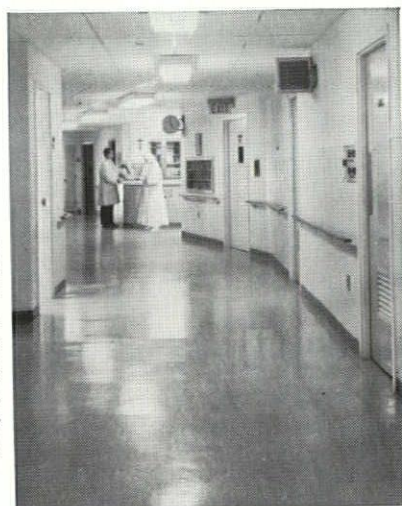
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Examining Board Proposes Revision Of Its' Rules

The Board of Examiners of Architects proposes to revise and update its "Rules of the Board". For this purpose, a public hearing will be held on February 14, 1968 in the Board meeting room #905, 21 West Broad Street, Columbus, Ohio. Written examination procedures, which have been recent Board policies, will be considered for inclusion in the Rules. The amendments would spell out clearly examinee's requirements regarding re-takes and termination of applications. Other changes would tighten out-of-state registrant's practice in Ohio.

Revision of the following sections is to be considered: AR-1-02 (D) (old B-4); 03 (B) (1) (old C-2 (a)); 03(C) (old C-3); 05 (A) 6, 8, 11, 12, (old E-1 f, g, h, i); 05 (D) (2) (old E-4(b)); 05(D) (3) (old E-4 (C)); and 05(E) (old E-5). New sections 03(E) and 05(F) would be added.

The public hearing will start at 10:00 a.m., and any interested persons may appear and speak at that time according to Burt V. Stevens, executive secretary of the Board. Copies of the proposed amendments are on file in the Secretary of State's office and the office of the Board, 21 West Broad Street, Columbus, Ohio.

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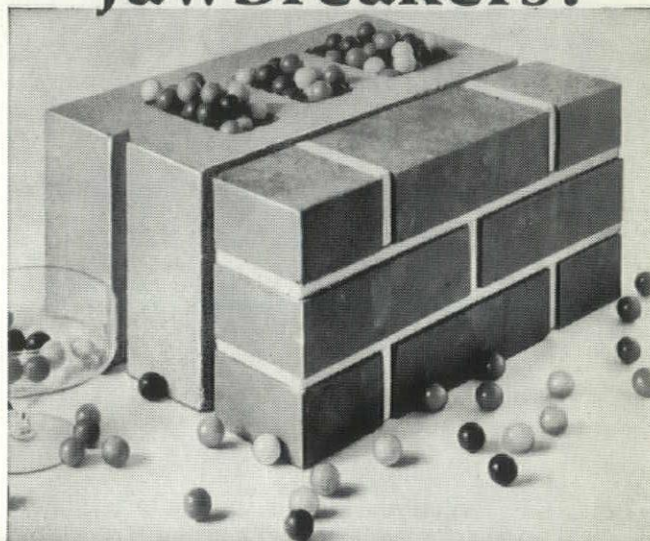
"The owner or person having charge of a building wherein any female is employed shall provide in each establishment on the same floor or the floor immediately above or immediately below the floor where such female employee works, suitable and separate toilet and dressing rooms and water closets, properly ventilated, for the exclusive use of such female employees. Such toilet and dressing rooms and water closets shall be situated together, with one water closet for every twenty-five females or less and where there are more than twenty-five females employed, additional water closets shall be provided in the same ratio. No toilet or dressing room or water closet shall be placed in the basement or cellar unless females are actually and regularly employed therein, and unless such basement or cellar is properly ventilated. No person, partnership, or corporation, or agent thereof, shall violate this section."

The above section is enforced by the Inspection Division, of the Division of Women and Minors and, the Division of Factory and Building of the Department of Industrial Relations.

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Board of Examiners Seeks Investigator

Board of Examiners Seeks Investigator

The Board of Examiners of Architects is looking for a part-time investigator to assist the office in the investigating of violations of the Architects Statute. Work would average approximately one day a week and most assignments could be handled at the investigator's schedule. The activity would involve travel around the state, primarily checking drawings and securing information from public sources. An Architectural background would be of much value. Interested persons should contact Burt V. Stevens, Executive Secretary, 21 West Broad Street, Columbus, Telephone: 614-469-2316.

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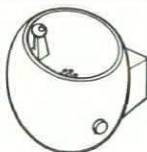
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Award Winner

William W. Gilfillen, architect, above right, poses with Mike Joyce of Marietta Concrete Co. as he accepts award from Ohio Prestressed Concrete Association for outstanding prestressed concrete building of 1967. Winning project was United Christian Center, Columbus, designed by Wright, Gilfillen & Keske.

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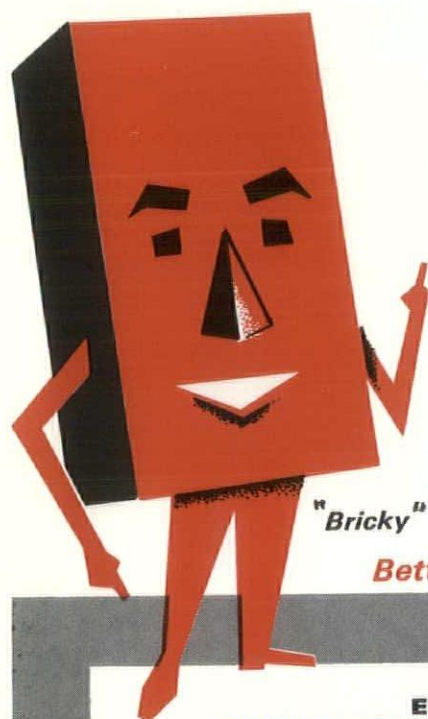
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He works with form, space, strength, color, and texture.

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He is, in reality, an artist, educator, builder, dreamer, businessman, and planner.

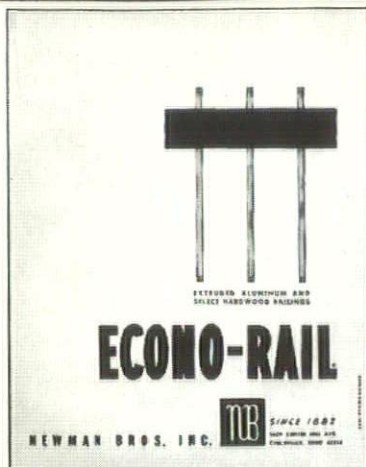
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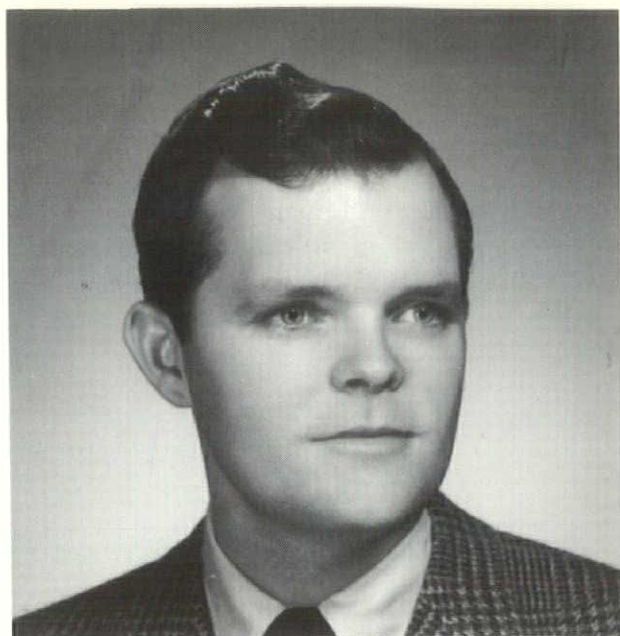
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James A. Bower, Jr. Elevated to Partner

R. E. Lawrence, partner in a Canton based Architectural firm, announced that James A. Bower, Jr. has been made a partner. Effective January 1, 1968 the firm will be known as Lawrence, Dykes, Goodenberger & Bower, Architects.

Mr. Bower, while getting his architectural education at Cornell University, received the **New York Society of Architects Medal**, which is awarded by the faculty to the graduating student "exhibiting the greatest professional promise". He is a member of CHI PSI Fraternity.

A corporate member of the Eastern Ohio Chapter of the American Institute of Architects, Mr. Bower is active in the Canton Junior Chamber of Commerce and the United Fund. He is a resident of Massillon, Ohio and except for time spent in Cornell or the Army, Mr. Bower has been with the firm since 1960.

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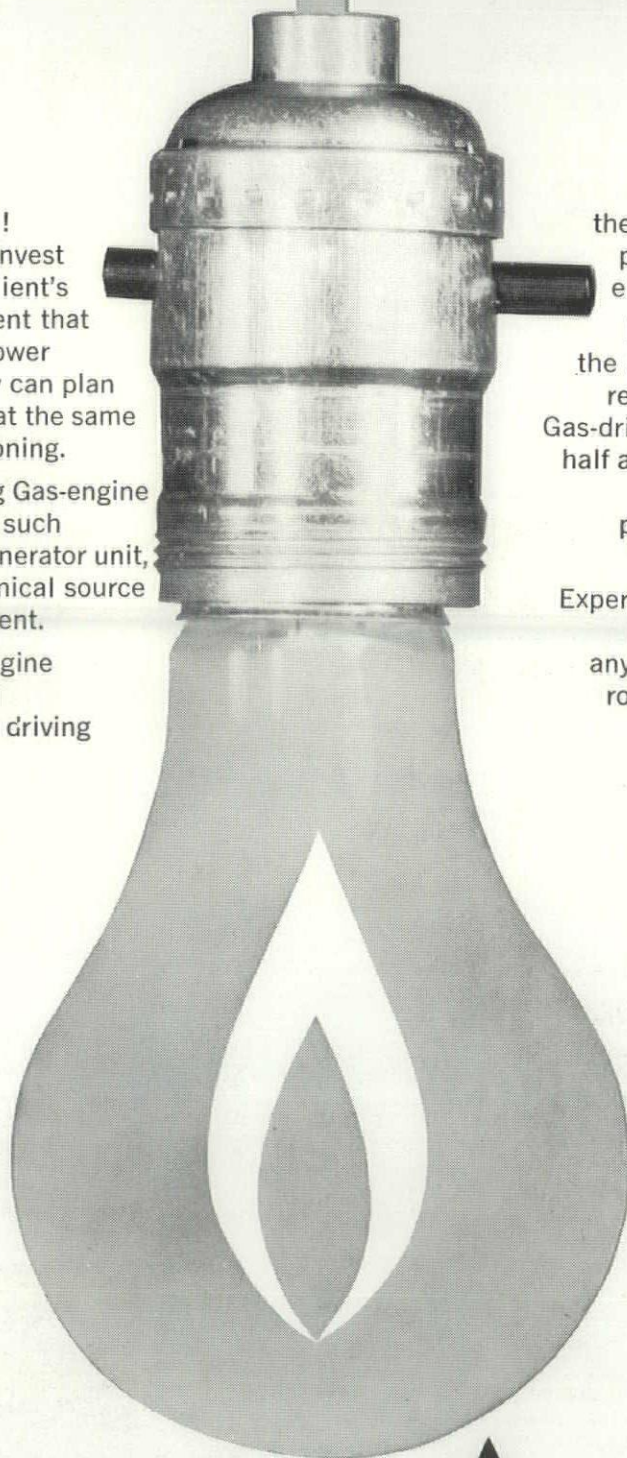
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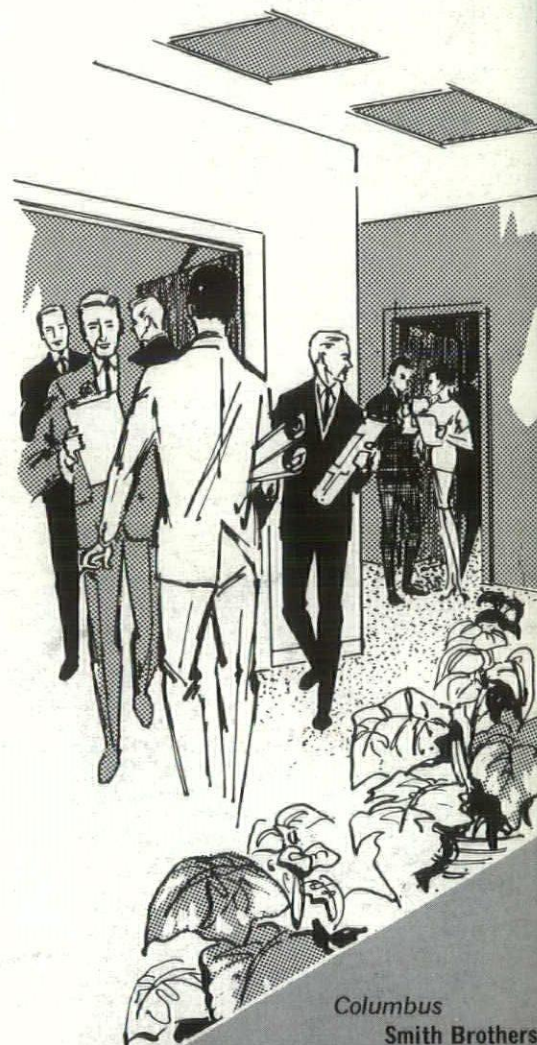
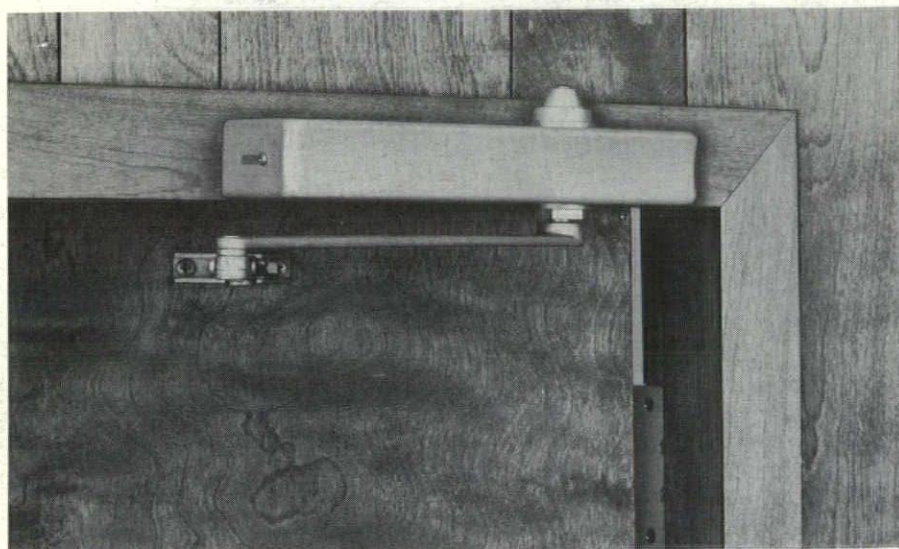
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