ARCHITECTURAL RECORD

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April 1986
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The people of Excelsior, Minnesota, have long held a sentimental attachment to a historic parcel of land on the shore of Lake Minnetonka. That’s why they made waves any time anyone proposed to develop it. And now — where streetcars from Minneapolis dropped vacationers from around the world, where a landmark amusement park had stood — stands Excelsior Bay Gables.

Miller Hanson Westerbeck Bell Architects have succeeded admirably in recalling the excitement, texture and scale of the community’s past in this luxury condominium development. For this upscale market and this beloved site, nothing but the best would do. And that meant Pella Windows and Doors. Through double-hung bay windows and sliding glass doors, each of the 52 units is afforded equal orientation to the lake.

The creative interlocking of dwellings resembles a New England fishing village in its traditional materials, forms and colors. While reminiscent of grand old Excelsior resort hotels, mass is broken into a residential scale that is sympathetic with this quaint community of wood frame houses.

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Pella offers a range of standard and custom windows to suit almost any new or retrofit project, with a variety of glazing and shading options. At the Gables, Pella Double-Hung Windows are arranged in bays, while custom Pella springline quarter circle windows light up third story lofts.

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Excelsior Bay Gables Condominiums
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Developer: Keewaydin Development Group, Inc.
Minneapolis, Minnesota
Architect: Miller Hanson Westerbeck Bell Architects, Inc.
Minneapolis, Minnesota
Contractor: John Lambin Construction Company
Excelsior, Minnesota
I want RECORD to have in its hands an expression of my appreciation for its editorial support of our Housing Committee [January 1986, page 16]. Like many editors, I take seriously the fact that we architects have a fiduciary responsibility not only to protect but to enhance the well-being of our clients and the general public. I am proud of what the Institute is doing to help focus professional and national attention on the plight of the homeless. That is not to say we cannot do better. We can and will, because it is the right thing to do and because that’s what our members want.

We have, as you well know, limited resources. Much of the AIA’s efforts must necessarily be directed toward very practical, perhaps even prosaic concerns in our continuing longrange efforts to improve the conditions under which we practice. But these efforts will not keep us from our larger responsibility to tend to the special needs of the homeless, the sick, and the elderly.

John A. Buey, Jr., FAIA
President
The American Institute of Architects
Washington, D. C.

Thank you for the thoughtful and informative wrap-up by Carter Wiseman on the Westway fiasco in your February 1986 issue (page 51 et seq.). Without overheating the issues on either side, he provides us with a concise digest of what happened and makes a good contribution to the literature of planning in the process.

Of particular value to architects and planners should be his final note, "Instead of trying to change for a plan," think. And new address; include zip code; if possible attach address label.

Sunrise, 4700 S. Yuma Ave., Hightstown, NJ 08520.

J. D. L. March
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The American Institute of Architects
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Reinventing an authentic regional architecture

In their search for esthetic principles to govern the design for King Saud University, a $2-billion precast concrete desert megastructure in Riyadh, Saudi Arabia, architect Gyo Obata and his HOK-I-4 design team used a tiny Central Arabian mud village as inspiration (pages 126-135). To select a contrary example, also from this issue, Mitchell-Giurgola refrained from drawing upon the Eskimo vernacular in conceiving the Anchorage Historical and Fine Arts Museum addition (pages 112-119). Not everybody is doing it, in other words, but nevertheless, among architects who work directly with traditional sources, the best are turning away from insubstantial, fictitious uses of history toward an architecture that responds more subtly to regional contexts. For me, the term “architectural regionalism” brings good images to mind—the Bay Region style, for example; or bad ones—all the fake adobe in the American Southwest. Until I saw SOM’s Hajj terminal in Jeddah, the Riyadh university, and a few other recent works, I believed that styles rooted in regionalism had seen their day, devalued by the more whimsical Postmodern historicisms, or made obsolete everywhere by today’s universally standardized building technologies. I was to learn more last December at a seminar on the subject, sponsored by the Aga Khan Award for Architecture, and held in Dhaka, Bangladesh.

Among my teachers was the English historian and critic of architecture, William J. R. Curtis, who told the conference that he sees: “... a mood gathering momentum which rejects the glib reproduction of international formulae and which seeks out continuities with local traditions... part of a wider reaction against simplistic models of modernization. At its worst it may degenerate into a skin-deep instant history in which ersatz images of the vernacular are combined with pastiches of national cultural stereotypes. At its best regionalism penetrates to the generating principles and symbolic substructures of the past, then transforms these into forms that are right for the changing social order of the present. It is a matter of sensing beneath the surface the memories, myths, and aspirations that give a society coherence and energy, and then providing these with an authentic expression in architectural arrangement. The hope is to produce buildings of a certain timeless character which fuse old and new, regional and universal... Regionalism looks for sustaining spiritual forces and refuses to accept that a tradition is a fixed set of devices and images. It sees the past as a series of superimposed layers of inventions, from the earliest nomadic forms, through villages and towns, to later imperial and even colonial frameworks. It identifies many of the most relevant patterns for dealing with climate, local materials, and geography. ... The aim is to unravel the layers, to see how indigenous archetypes have been transformed by invading forms, and to in turn see how foreign imports have been adapted to the cultural soil. ... Beyond the particular, the regionalist tries to see the type, the general rule, the originating principle. The rural vernacular offers numerous lessons in the best ways for dealing with the extremes of climate, but these can be translated into quite different building functions and modern technologies. Monuments are read not just for their superficialities of style, but for their deeper lessons of order. The fabric of the city yields many secrets of scale in handling open spaces and transitions. Tradition is penetrated for lasting humane and artistic values, not as a source for a picturesque scenography. ... The moment is right for the assertion of an architectural value system that eschews the aridity of off-hand utilitarianism and the bogus remedy of phony historicism. Authentic regionalism (tries to penetrate to) what is of lasting worth in the present culture and in tradition; arbitrariness and superficiality are its enemies... Of course, there may be many modern programs whose size and complexity disallow the direct application of traditional types, but this does not stop the designer from trying to translate principles... and this does not have to mean regression into fits of sentimental nostalgia... Instead of aping the past, the authentic regionalist looks beneath the surface to the basics and these he attempts to transform. Enthralled by the Mosque of Ibn Tulun, the harmony of Fez or the majesty of Humayum’s Tomb, he asks himself: how would these masters build today?** Difficult for most of us to imagine, but surely with more rigor and less caprice than today’s architectural fashion seems to dictate. Mildred F. Schmertz

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New construction contracts show a fall from their peak

The latest figures from McGraw-Hill's F. W. Dodge Division show construction contracts declined 14 percent in January to a seasonally adjusted annual rate of $195.9 billion or 139 on the Dodge Index (1977 = 100). This constituted a two-year low. Construction contracts have been falling off since October 1985, when they reached a three-year peak of 169. The primary cause of the drop is a reduction in public works and nonresidential construction, which can be traced to weak business capital spending and the government's budget cuts.

According to George A. Christie, vice president and chief economist for F. W Dodge, "January's contracts revealed an acceleration of the decline of new construction underway since the cycle reached its peak last October. Ninety percent of nonbuilding construction depends on public funding. Therefore, a commitment to Gramm-Rudman deficit-reduction translates into a squeeze there." January contracts for nonresidential building fell 16 percent, to a seasonally adjusted value of $64.6 billion. Healthy office construction—despite a current glut of space (Finance, this issue)—helped limit the drop in the commercial/industrial component of nonresidential building to 15 percent, despite sharp declines in contracting for factories, stores, and warehouses, and an 18-percent drop in institutional building. Residential contracts, which had remained strong all through 1985, fell 9 percent to $88.5 billion.

On a regional basis, the decline was the worst in the West, at 18 percent; near the national average in the Northeast and Central regions at 12 and 10 percent, respectively; and least severe in the South, at 8 percent.

Contract-textile suppliers form association

Thirty wholesalers of contract textiles have formed an association to better promote their products and to work on mutual problems, including flammability and toxicity of fabrics, level of import duties on wool, and difficulties with manufacturers. Expanded membership is invited. For information, contact Paula Robertson, Association of Contract Textiles, Inc., 321/219-6514.

Engineers focus on asbestos liability

In another permutation of the liability problem, engineering firms are opting not to submit proposals to the Veterans Administration and other Federal agencies for work involving asbestos removal because they cannot get insurance for it. The American Consulting Engineers Council feels the agencies could ease the problem by agreeing to indemnify such work or supply such insurance on their own.

But, ACEC reports, the agencies' representatives have said they were not aware there was a problem until recently—or to be specific, that insurance problems were severe enough to warrant federal action. The agencies are now studying the issue. To dramatize its point, ACEC urged its members to notify the government when they decline to submit proposals because of liability problems.

What future for Ellis Island?

With restoration work on the Statue of Liberty in New York harbor moving along smartly toward completion for a four-day birthday celebration in July, attention is now shifting to plans for restoring nearby Ellis Island's buildings through which many early immigrants entered the U.S. Interior Secretary Donald Hodel, responding to the possibility of turning the island into a resort, recently told the advisory Statue of Liberty/Ellis Island Commission that "we will work to protect and maintain the integrity of the statue and the island and will not allow a commercial mockery." Alan Nelson, commissioner of the Immigration and Naturalization Service, has said that the buildings on the southern portion of Ellis Island should be preserved, in addition to the Great Hall on the northern portion, which is already being restored.

The comments came in the wake of the Great Lee Iacocca Flap. Iacocca, chairman of the Chrysler Corporation, was fired by Hodel in February as commission chairman while retaining his title as chairman of the sister organization, the private nonprofit Statue of Liberty/Ellis Island Foundation, which is charged with raising funds and letting restoration contracts. After his dismissal, Iacocca came out strongly against plans for a luxury hotel and conference center while retaining his title as chairman of the sister organization, the private nonprofit Statue of Liberty/Ellis Island Foundation, which is charged with raising funds and letting restoration contracts. After his dismissal, Iacocca came out strongly against plans for a luxury hotel and conference center while retaining his title as chairman of the sister organization, the private nonprofit Statue of Liberty/Ellis Island Foundation, which is charged with raising funds and letting restoration contracts.

The commission's new chairman, Armen G. Avedisian, a banker from Geneva, Wis., said harmony has returned to the undertaking. "I have spoken with Iacocca several times, and can report that the spirit of cooperation is stronger than ever today." The problem so far was money. The chairman of the finance subcommittee, James R. Galbraith, said there is "not a dime" yet for Ellis Island, and the basic question of where to go for funds—the government, Congress, private fund-raising—still has to be resolved. Peter Hoffmann, World News, Washington, D.C.
One of Haworth's most exciting design ideas was the creation of a wood system that can actually be mixed and matched with our standard furniture system. In almost any way you can possibly imagine.

What better reason to hold our first-ever design competition. It's open to architects and design professionals, upper level design students, and recent graduates. You'll be asked to design a unique work environment in the Pantheon (that's right, in Rome) using Haworth furniture systems.

Finalists will be flown to our awards presentation in New York. Where we'll hand out a first prize worth $10,000.

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For more details, call 1-800-442-9678, Ext. 567. And we'll send you an entry kit.

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Entries must be postmarked by July 31, 1986.
Legal perspectives:
There is a remedy for frivolous suits

By Arthur T. Kornblut

While the rhetoric by design professionals seeking to do something about frivolous suits goes on, a little noticed development in the federal courts is already attacking the problem. In 1985, Rule 11 of the Federal Rules of Civil Procedure was changed to require a potential plaintiff to make a reasonable inquiry into the facts and the law related to his case before filing a lawsuit or other litigation document in any federal court. And, recent cases strongly suggest that the federal courts are putting real teeth into new Rule 11.

So-called frivolous suits are perceived to be a large factor in our liability crisis. "So-called" because, in most cases, liability claims against architects, as defined by the courts, are not frivolous.

Whether a suit is frivolous or not, an architect is obligated to defend himself when named in one. Normally, there is no way he can recover his legal and other costs, even when his defense is successful, because a successful defense does not, in and of itself, indicate that the suit was frivolous. But when a lawyer acts without legal merit, it adds insult to injury if the defendant is not able to recover legal expenses from the offending party.

Now we have Rule 11, a somewhat subtle but important means of dealing with frivolous litigation. In part, it states: "The required signature of an attorney or party constitutes a certificate by him that he has read the pleading, motion, or other paper; that, to the best of his knowledge, information, and belief, formed after reasonable inquiry, his action is well-grounded in fact and law and warranted by existing law or by a good faith argument for the extension, modification, or reversal of existing law, and that his action is not interposed for any improper purpose, such as to harass or to cause unnecessary delay or needless cost of litigation."

The italic words were added in the 1983 amendment and were designed to allow sanctions to be imposed on a party that acts in bad faith in filing or conducting litigation. If a plaintiff or his attorney is found in violation of Rule 11, the court can require the violator to pay the expenses incurred by the defense—-including reasonable attorneys' fees.

A recent decision indicates that the courts are going to take amended Rule 11 quite seriously. In 1986, Eastway Construction Corporation sued The City of New York in the U.S. Court of Appeals after being denied access to city-sponsored redevelopment contracts. Principal officers of the corporation had previously controlled entities that were in default on city loans, triggering a city policy that precluded contracting with Eastway. This effectively put Eastway out of business because it specialized in such projects.

Eastway first sued in a state court to have New York's policy declared arbitrary and capricious. The court ruled that the city's policy was a proper exercise of its discretion and dismissed the suit.

Eastway then commenced its action in federal court, citing separate causes for the action, including two federal claims involving the antitrust and civil-rights laws. The trial judge found: "There is not even a colorable basis for the civil rights claim," and, "The affidavits and other supporting data [do not] show any violation of the antitrust laws." He did, however, reject the city's request for attorneys' fees, because he could not say that this was a frivolous case. Both parties appealed—Eastway because its action had been dismissed and the city because the judge denied the motion for attorneys' fees. The federal Court of Appeals, then, looked to the merits of Eastway's original claim. First, the court questioned whether the city's refusal to deal with Eastway was a violation of Eastway's civil rights. The applicable federal statute required more than a showing of being wronged by a state or municipal official. It required the deprivation of some right secured by federal statute or the U.S. Constitution. Eastway, however, had failed to even allege a deprivation of such a right.

Eastway's involvement in publicly financed projects did not rise to the level of a proprietary interest, which is something more than an abstract need, desire, or unilateral expectation. There was not, as there must be, a legitimate claim of entitlement.

Looking to the federal civil-rights statute relied on by Eastway to bring its cause of action, the court awarded attorneys' fees to the city because it concluded Eastway's claim was "unreasonable and groundless, if not frivolous."

Eastway's antitrust claim was somewhat more complex than its civil-rights claim. However, here too, it did not raise a colorable federal issue that had not been properly dismissed in the lower court. Eastway failed to allege "anticompetitive effect" in its claim that the city had conspired against it. The court said: "Eastway's complaint wholly fails to make a viable claim under antitrust laws."

Turning to the city's claim for attorneys' fees on this pleading, the court noted that a court has both inherent equitable powers and Rule 11 to justify the award of attorneys' fees in these circumstances. Quoting the amendment to the rule, the court said that the phrase "formed after reasonable inquiry" imposed an affirmative duty on each attorney to conduct a reasonable inquiry into the viability of a pleading before it is signed. "Simply put, subjective good faith no longer provides the safe harbor it once did. When it is patently clear that a claim has absolutely no chance of success under the law, it may be premised only when no reasonable argument can be advanced to extend, modify, or reverse the law as it stands, Rule 11 has been violated." Accordingly, it ruled that "the only reasonable conclusion is [that the plaintiff and his attorneys filed the amended complaint to serve their vindictive purpose to damage the defendants' reputations and subject them to personal harassment]."

In a patent infringement case (Coburn Optical Industries, Inc. v. CILCO, Inc., 1985), the court ordered the defendant to pay the plaintiff's attorneys' fees because the defendant failed to make a reasonable inquiry in connection with a motion. The court said: "An attorney has a professional duty to dismiss a baseless motion or lawsuit, even over the client's objection, and to do so promptly on learning that the client's position is without merit." To punctuate the court's seriousness about the importance of newly strengthened Rule 11 in curtailing litigation, the court concluded: "If judges turn from Rule 11 and let it fall into disuse, the message will be clear to those inclined to abuse or misuse the litigation process."
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Marketing:
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By Lois Boemer

If I were to ask you, as a designer, to name the top corporate-identity programs in the United States, IBM’s would probably head your list. IBM’s image has become synonymous with good design. But, you say, IBM sells products—not design services.

For architects and designers, whether in large or small firms, it is all the more important that you sell a design image. Each time you send a letter, distribute a brochure, or give out your card, you are portraying your strengths, weaknesses, design capabilities, and approach to projects. It is important for you to recognize this for what it really is: portraying your firm’s corporate identity. Clarifying that identity—an important first step to directing it—forces you to take a close look at your business. This means understanding your process and approach to, as well as your parameters for, design. The clients you are hoping to attract will want to see, touch, and sense what sets your firm apart as a designer, partly on the basis of the design of the printed material you send them.

For instance, for one type of client you target, you may want to emphasize your use of CAD. For this client, a high-tech imagery in your corporate graphics, an emphasis on process, may be more important than full-blown pictures of every project you’ve ever completed. For another type of client you want to target, you may want to drop the emphasis on such design means as CAD in favor of an emphasis on design per se. This does not mean that you do not use CAD; it just means that your emphasis should be on the finished product, the results of your esthetic capabilities, instead.

People, of course, are what the business of getting clients is all about and people also reflect your firm’s image. Such questions as whether or not to list your firm’s founders on your letterhead, whether to include all of the firm’s associates, and, if so, in what order they should be carefully considered. They too reflect your image. As an example, one multi-discipline design firm (photos) does not list the firm’s principals in its letterhead at all, but rather underlines the capabilities of its staff of over 200 people. Instead of principals, it lists “engineers, surveyors, scientists, architects, landscape architects,” and “planners.” The rationale was that the firm’s potential clients—including large development and real-estate firms—want to know what the firm can do more than who will do it.

To have an outstanding program, you must be willing to make a commitment. As you well know, good design does not necessarily mean spending more money. What is necessary is an imaginative and systematic approach to producing your graphic materials.

The principal graphic tool you need for a comprehensive corporate identity program is a grid system. It allows the graphic designer to adjust for any size and shape of the basic material listed below, for consistency in the design element’s placement and proportion. It is a framework on which the designer can build such current and future materials as a letterhead (first and second sheets, and envelopes), mailing labels, covers for reports, brochures and proposals, business cards, project cards, client listings, resumes, process diagrams, seasonal-greeting cards, special-event announcements, newsletters, presentation graphics, title blocks, transmittals, and even change of address cards.

In the design stages of the program, you should get, at least, ballpark figures relative to costs. You should also know what reproduces well and what does not before you proceed too far.

Only if you have graphic artists on your staff should your identity program be designed in-house. Architects are not graphic artists and vice-versa. Well-honed graphic skills, like architectural skills, are developed over time.

Assuming that you will hire your graphic artist, a major criterion should be his knowledge of the architectural profession. You go through a very special process when you design a building. Graphic artists should understand this process, but also be able to explain their process to you. And you should listen. Answer their questions frankly and succinctly. One of the reasons there is so much dissatisfaction with brochures is the lack of communication between graphic designer and client.

Finally, do not be afraid to be different. Promote what sets you apart—your unique individuality and talents.

Ms. Boemer is head of Boemer Associates in Boston, a marketing and public-relations firm for the building-design professions, and counts among her clients The Boston Society of Architects.
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Circle 46 on inquiry card
Management: When and how to use management consultants

The author applies a wisdom developed for all types of businesses to that of the building-design professional

By Jeffrey P. Davidson

Consultants are not supernmen and superwomen ready to dash into your organization and straighten out all your problems with a few offhand, sure strokes. "Hire a consultant," when heard in a staff meeting, should be met with the following questions: 

What is it to be done? 

Why can't it be done internally? 

What kind of consultant, if any, do we need? 

What procedures will we set up for overseeing the consultant? 

How can we work with a consultant to get the most out? 

Of course, consultants can be hired to define better procedures even when things are running smoothly. But, often, consultants are hired to solve problems. 

The closer you get to a clear, concise definition of a problem, the closer you will be to a solution. The problem with problems is that they elude easy definition. Hence, be careful not to rush off to hire a consultant to solve one, attempt to narrow down the situation as far as you can. 

If the overall problem is poor employment morale, the underlying causes? Are some employees favored over others? Are wages and benefits competitive? 

If the overall problem is marketing, is it because you have a personal attitude that marketing is somehow not important? Are there not enough resources to carry out effective and forceful programs? 

Think not only of the problem's probable causes but of its possible solutions. This will help you decide whether you can cope or that you do indeed need a consultant.

Certain problems inherently lend themselves to solution by someone outside your organization. Indicators of the need for outside assistance include: 

- The magnitude and/or intricacy of the problem are such that there are not enough internal time and talents to solve it. 
- The true state of affairs can be determined only by the objectivity of someone who is not involved. 
- You have already tried, and failed, to solve the problem. 
- You do not have the specialized knowledge required to solve it. 
- You need new ideas or methods. 
- You can't get everyone in your organization to agree on an issue.

The problem that requires a consultant does not come within the remit of the kind of consultant to hire.

Mr. Davidson is a certified management consultant in Falls Church, Va. He is the author of Checklist Management: The Eight-Hour Manager, published by the National Press in Bethesda, Md., and Marketing Your Consulting and Professional Services, published by John Wiley and Sons in Somerett, N.J.

There are approximately 86,000 management consulting firms in North America, as well as thousands of individual practitioners. Four categories of management consultants might be broken down into: individuals; small firms; general consulting firms; and full-service firms.

Many small consulting firms and individual practitioners have well-deserved reputations for specialized performance. You would tend to use a smaller firm when you have a specific need, such as a knowledge of accounting systems, marketing, or personnel administration. 

General management consulting firms offer services in broader areas, such as information dissemination, finance, and systems and procedures. A firm management consultant does this with greater resources and can assist in implementation. 

A full-service firm or individual will depend not only on the nature of your problem but on whether the advantages of the greater experience given by a small firm are offset by its limited resources. 

Previous experience with similar problems should be the first consideration when searching for a management consultant. But an effective consultant's experience does not necessarily have to be in the same field. A steel manufacturer does not hire a management-consultant firm for knowledge of steel, but for broadly applicable knowledge. 

Philip Shav, the author of How to Get the Best Results from Management Consultants, recommends both a personal visit to consulting firms under consideration and to ask around about them first. 

- How old is the firm? 
- What are the principals' backgrounds? 
- Is its staff stable? 
- What standards of professional conduct and practice does it have? 
- Do you think you would enjoy working with this firm? 
- Have you had a previous discussion with firm principals sufficiently challenging that they might stimulate you to see your problem in a new perspective? 
- Will clients have the firm's service? 
- How much business repeats? 
- What is its general reputation in the business community? 
- How much time will the principals of the firm spend on your project? 
- Is its experience applicable? Give a consultant something on which to base a proposal; write a statement of what you need to be done. Each proposal you receive in turn should cover the following subjects: 

  - A perception of your problem; 
  - The objectives in solving it; 
  - The latitude needed, e.g., the degree of access to your personnel; 
  - The scope and nature of the engagement, including the areas to be covered by study; 
  - The general methods to be used; 
  - A statement of the consultant's personnel who will do the work; 
  - An estimate of necessary time; 
  - An estimate of fees; 
  - How the billing will be done.

There are four principal fee arrangements that are used by management consultants: 

- The per-diem or hourly fee is probably the most common. To make clients feel more comfortable with this arrangement, a consulting firm will often estimate a total figure that its total fees will not exceed. This is called a bracket quotation. 

- The lump-sum, or fixed-amount contract, is used most frequently in consulting arrangements with government agencies. The main advantage of this method is that it provides a firm budget. The major disadvantage lies in its inflexibility, since the scope of work is fixed. 

- The retainer method means you guarantee a certain amount of the consultant's time, usually for a year, when the work contemplated cannot be detailed in advance. 

- The percentage fee method is used by many consulting firms and is seldom used because consultants cannot guarantee results, but undertake only to perform to the best of their ability and skill.

The Institute of Management Consultants has a code of professional conduct that shows what you should expect. Among its provisions: 

- The interests of clients go ahead of those of consultants. 
- Consultants will be impartial and objective. 
- They will guard confidence. 
- They will not serve competing clients without permission. 
- They have an obligation to confer with a prospective client in sufficient detail to understand the assignment and accept or reject it. 
- They will not take assignments they are unqualified to accept. 

When you have settled on a choice, there are procedures for working with a consultant. 

- When things go wrong with consultants, the problems can usually be traced to not putting all agreements in writing and not communicating at each stage of work, according to John J. Mccarville Jr., vice president of management for consultants Helicon Group Ltd. 
- Besides guarding against the above problems, clients should: 
  - Ask for alternate solutions. 
  - Put recommendations to work right away to test them. 
  - Explain the consultant's purpose to the staff and its responsibilities for the outcome. 

"It is vital," says author Philip Shav, not to withhold information or opinions in the hope of getting a more objective result from the consultant. Thus, he has asked the right consultant for the job, that consultant will be equipped to make critical use of information from whatever source. 

Many clients, especially if they are large companies, will assign a liaison team or representative to work with a consultant. The liaison will provide all outside information, oversee progress, and learn enough about any recommended programs to take over their implementation. And don't, through lack of communication, let your consultant make classic mistakes.

One independent management consultant spent four months analyzing how to fit a new policy direction into the existing policy guide to address, and that it was of no use to him whatsoever. 

This situation could have been easily avoided with better communications on both sides. The consultant assumed that the client understood where she was going with the report from her twice-a-month phone calls. The client, on the other hand, had not really paid attention to the phone conversations and was working under the mistaken impression that she was powerless with the report on the basis of their initial meeting. She had changed the scope of the assignment, however, due to new information she had uncovered. He should have been more aggressive in overseeing her work while she should have sent him regular written progress reports.

Shay points out that another trap to avoid is asking a consultant to accept implementation responsibility. The consultant's job is to recommend courses of action, not to see that it is done. Nothing is more destructive of your employees' morale or of the proper role of the consultant than to leave the responsibilities of your firm's principals to an outsider.

If you have analyzed your problem carefully, determined your need, and followed the previous steps, you can profit by using a management consultant.
You could put sunglasses on your building...

For centuries man has found many ways to cope with the sun. Parisian ladies carried parasols, Arabs use tents, Mexicans have their sombreros and Americans wear sunglasses. These simple devices help because on a hot sunny day, it's cooler in the shade.

THE PROBLEM WITH BUILDINGS

So how does a modern building cope with sun-driven heat loads? Mostly with huge capacity and costly-to-operate air conditioning systems we suppose. Of course, solar tint glazing helps a little too. But why not try to keep the sun off of a building or at least off of its windows? Well parasols don't go with international style and sunglasses would look awfully foolish on post modern.

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Circle 47 on inquiry card
Finance: Little growth on this high plateau

By Joseph Spiers


The biggest and most general reason is that the economy is getting exhausted:

- Consumers have excessive debt loads that will thwart new spending. In particular, car sales, without cut-rate financing deals, should shift into reverse.
- Business sales and profits have slowed considerably in the past year. And with consumer spending sluggish, not much improvement is foreseen in the near future. Hence business spending on plant and equipment will not grow.
- Nor will government spending provide much impetus to economic growth, especially in light of high defense dollars with monster federal deficits.
- The only sector of the economy that looks somewhat promising is foreign trade, thanks to the decline of the U. S. dollar. But the dollar is still strong by historical standards.

So, while improving, trade will remain deep in the red in 1986.

There will not be much basic onshh to nonresidential construction this year

In confirmation of that view, a recent survey by McGraw-Hill's economists found that business plans to raise plant and equipment outlays in 1986 by only 3.4 percent. Besides general economic reasons for doubting another year of strong construction gains, there are reasons embedded in specific construction markets as well—reflected by construction put in place and spending on current construction activity, the basis of all the figures used here, as derived from the U. S. Census Bureau.

Before looking at individual markets, however, consider the current stage of the cycle for all nonresidential buildings (chart 1), including private-sector factories, offices, shopping centers, health-care facilities, religious and educational buildings, hotels and motels, theaters, and terminals.

After surging 22 percent in 1984, building activity surged another 20 percent in 1985 to reach an all-time high of $96 billion. This was even with a recession in construction terms (chart 2), because inflation was low in 1984 and 1985, so that most of the spending increases represented actual brick and mortar. By contrast, in the 1970s and early 1980s, much of the spending was a response to stagflation. Hence, when measured in dollars of constant 1972 purchasing power, the construction of nonresidential buildings in 1979 was actually lower than in 1986. It was only in 1984 that real spending surpassed its 1966 peak by a comfortable margin.

Besides illustrating long-term sluggishness, chart 2 also shows how cyclical the construction market is. Rarely do real expenditures on nonresidential buildings rise rapidly for more than two years in a row. The forecasting message: the 1984-85 boom may end the current cycle.

Looking for a parallel situation in recent history, real nonresidential building boomed in 1972-73, following, with a lag, the end of the 1974-75 recession. Construction then continued to rise in 1980, but by less than 1 percent. The similarity to today's situation is that, following the 1981-82 recession, construction boomed (with a lag) in 1984-85. If the pattern continues, 1986 will be a year of slow growth.

Special factors within isolated construction markets could make 1986 growth particularly weak

Because of this, it would come as no surprise if overall activity fell this year. Potentially, the weakest growth area of nonresidential building in 1986 is offices. Because office construction has soared so high in recent years, it has far to fall. Since 1977, real spending has nearly quadrupled. In contrast, real building expenditures, excluding offices, grew 1.5 times from 1977 to 1985.

Such giant gains in office construction can't go on forever; or, in other words, what goes up must come down. A memento mori is the office-vacancy rate, tracked by Coldwell Banker and shown in chart 3. The vacancy rate is extremely high and rising, signaling that far too much office space is sitting on the U. S. market, with more still in the pipeline.

Not only is there too much space in general, there is much too much in areas of the country that, until recently, were the hubs of national economic growth. Any 1986 forecast assuming a vigorous Sunbelt demand for new office space is unfounded. In addition to little need for more offices in 1986, pure tax-avoidance motives may also be dulled due to tax-law changes brewing in Washington. No matter what tax package is finally adopted, it looks like tax shelters will get whacked. In that event, investors and developers would have to consider the fundamental economic justification of projects; and the fundamentals are not good, as indicated by the skyscraper status of today's office-vacancy rates.

So offices are the wild card in 1986 construction. Activity in this market could conceivably fall sharply, pulling overall construction down a great deal. But other markets, too, are facing negatives:

- Hotels and motels are in a situation somewhat similar to offices. Construction has skyrocketed since the late 1970s. But with consumers and businesses now crimping expenditures, occupancy rates should be falling. Meanwhile, hotels and motels are in a situation somewhat similar to offices. Construction has skyrocketed since the late 1970s. But with consumers and businesses now crimping expenditures, occupancy rates should be falling. Meanwhile, investors thinking about sheltering money, not people, will look on hotel/motel projects with a closer, colder eye.
- Hospitals, the hot construction market of the early 1980s, headed for sick bay in 1984 after the federal government clamped down on Medicare payments and health-care managers to contain costs. Since then, hospitals have been reducing the length of patient stays, increasing out-patient care, and cutting the number of admissions. As a result, fewer new hospitals will be needed in the near future.
- Factory construction enjoyed good growth in 1985, following a modest gain in 1984. As import-battered manufacturers strive to be more competitive, they may again raise expenditures on plants in 1986. But increases this year will be tempered by industry's low capacity- utilization rates and sluggish sales growth.
- Stores and other nonoffice commercial construction surged in 1981-85, with outlays doubling during that time. But the key forces driving this type of construction are new residential development and strong consumer spending. And neither homebuilding nor consumption is expected to grow rapidly in 1986.

The general picture painted above is one of sluggish growth in nonresidential building next year. A forewarning of this sluggishness can be seen in chart 4, which tracks construction on a month-by-month basis from the beginning of 1984 through 1985. (The dollars for each month are annualized and adjusted for seasonal variation.) Note that after rising rapidly from early 1984 to the spring of 1985, the trend in construction spending slowed out, except for December when a spur of offices came to the rescue.

Another important harbinger of slow construction growth in 1986 is that McGraw-Hill survey of business capital spending plans, mentioned earlier, which found business planning to raise spending on buildings and equipment by only 3.4 percent in 1986. The survey also found that companies plan to increase outlays slightly for office buildings, but the results exclude speculative developers who should sharply reduce activity. Manufacturers did say they would cut factory construction.

If you're looking for a silver lining, it is that—even if building does plateau in 1986—the plateau will be a high one. Although growth will probably be slow, the level of activity will still be one of the highest on record. So with that comfort in mind, worries about the marketplace can shift to 1987, when things could be worse. But whether better or worse will be determined by how well or poorly the economy performs through the rest of 1986. The only sure assertion is that the boom growth of 1984-85 will not return anytime soon.

Mr. Spiers is senior economist at McGraw-Hill's Data Resources, Inc., which supplies economic information and forecasting to government, industry, and financial institutions.

Architectural Record April 1986 41
Our newest collection offers a warm, rich range of moods for the contract or residential environment. All wallcoverings feature a class A Flame Spread Rating in accordance with the ASTM-E-84 tunnel test.
Architectural education: The re-emergence of the design thesis

Professor Cannady cogently explores here the pros, cons, and possible timelessness of the demanding, self-motivated design thesis—plus some interesting thoughts on the academic, non-stylistic, impact of Postmodernism.

By William T. Cannady

In schools of architecture throughout the United States, the design thesis is emerging as an increasingly important element, within the design curriculum. This follows two decades or more of a shift away from rigorous attitudes about independent student work. In the '60s and '70s, many schools of architecture dropped the thesis completely. Often the reasons for change were associated with faculty and student concern for making the curriculum more "relevant.

"Doing your own thing" during this time frame did not mean going into an investigation quite as demanding as a design thesis might require today. Other reasons for change included efforts to make the curriculum more open-ended to optimize flexibility and choice. Programs also became less restrictive in terms of specific sequence requirements and began to de-emphasize terminal projects as a means of qualifying for a professional degree.

As a means of modifying curricula to open them to a more diverse student body, many schools shifted from the five-year B. Arch. program to the Princeton/Yale type of 4+2 program, which included four years of general education and two of professional programs. When this occurred, thesis studies also began to decline. With the five-year program, the thesis was sometimes used as a mandatory means of testing at the end of the course of study. However, with the 4+2 program, the design thesis remained available at a few schools throughout this 20-year period.

Princeton continued to require a design thesis as a terminal project of the professional program. In general, the shift toward a separation of undergraduate and graduate/professional programs enhanced the use of the thesis to formally recognize completion of the first professional degree.

The focus of education changes

Student work in the late '60s often focused upon architecture as a means of implementing social change. Projects dealt with issues of community planning, housing, and education. This eventually led to an interest, within design schools, in understanding the communication media, and in developing an interface between technology and the built environment. By the early '70s, design studios delved into problems with user-oriented programs, urban design issues, and projects which utilized integrated building systems. History and the traditional drawing techniques became less important and were replaced with methodology which diffused the research of history and design. Architectural education broadened its base and widened its perspective during this period.

During the mid-'70s students began to show interest in "getting ahead" within the profession. Drawing began to be seen as an important tool to that end, and one that would help to define the students' professional success—and the widespread publication of the evocative drawings of Graves, Krier, and others—brought forth conditions which set the stage for independent design studies.

With the emergence of Postmodernism, work in many schools began to address more fundamental questions and to relate these questions to design. Emphasis in design studios during the late '60s and early '70s was on issues; in the late '70s and early '80s, this emphasis began to shift to the relationship between meaning and drawing. While Modernism failed in its promise of transforming society in the areas of large-scale concerns (e.g., political, economic, social), Postmodernism swung the pendulum in the direction of smaller, more manageable issues which seemed more attainable.

Postmodernism's initial influence on student work was on stylistic aspects and images evoked through drawings. These fresh images began to be supplemented with an interest in new theory. Through this phenomenon students are focusing upon a much smaller area of investigation into meaning in architecture. The new-found focus is that Postmodernism ushered in also brought forth a call for more responsibility and self-restraint. Theorists, academicians, and students began to search for methods of self-restraint, rules, or systems of meaning. By first removing all the rules, designers were given this freedom to explore. As Postmodernism is a natural evolution in historical terms, the emergence of the design thesis in schools is a parallel phenomenon. It is probably the new awareness of Postmodernism places on meaning and image that has made the design thesis a timely and effective educational concept.

Studio versus individual work

Within architectural schools, a typical design studio begins with the studio instructor making a determination of the program to be offered, a decision most often based upon a desire to meet a perceived need of the students as well as to fulfill the stated or implied goals of the curriculum. The ordering of such curricula serves to organize the studio sequence within the degree program into a coherent and meaningful whole. The studio instructor further clarifies the program by outlining issues, limits, and special considerations which are added to the program to serve his own particular area of interest. He indicates preferred methods and techniques of analysis and synthesis in which the students will be instructed, and which they will be expected to use during the term of the studio. An experienced teacher knows in advance the combination of constraints and opportunities required, and their likely consequence on the final product of the studio. A student's initial involvement with the program is his reading a typed bulletin board, or his receiving the program from the instructor on the first day of school.

In the process described above, the faculty, especially the design instructor, is trying to choreograph the studio by arranging the events to produce an educational experience—and a known result or product to be developed at the end of the time allotted. The design studio is the instrument which controls the program and does not allow the student to completely experience the reality of a designer being faced with defining the problem, conceptualizing a program, and placing it within a personal, philosophical framework.

Because most curricula represent specific areas of concentration, a best, compromise between the students' needs and the faculty's areas of interests, design studios tend to serve the average student's learning requirements. It is assumed that the design studio experience can serve and meet the needs of all of the various types of students. However, in a typical design studio, one encounters students who require remedial work in basic design or skill development; students who may need to focus on analytical techniques; students whose rational problem-solving techniques are used as tools for breaking away from early preconceptions, or for proceeding when inspiration fails; students who must learn to concentrate on synthesis and feedback techniques to confirm a strong idea that emerges early in the design process; and students with motivation, talent, and a readiness to break away from the rest and do independent work.

The assumption that all of these types can work within a design studio adequately with a common design problem is one of the ideas behind the design thesis. This is especially relevant when a curriculum attempts to offer an architectural design studio which represent formal completion of a professional degree program, i.e., B.Arch. or M.Arch.

In a typical architectural design studio, the following conditions prevail: the problem must meet both student and faculty needs; the instructor is in charge of priorities and process; the work is self-paced, and the student has a personal stake in a high-risk situation. Furthermore, the student brings issues to the faculty, and criticism has to be sought and organized by the student.

Design thesis—a definition

In defining a design thesis, it is important to clarify the distinction between three types of independent studio: independent design project, written thesis, and design thesis. An independent design project allows the individual student to select and undertake the design of a specific project where the educational goals are stated prior to the exercise itself. These goals provide a basis for substituting individual work for required class Continued

Architectural Record April 1986 48
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While each student works

A design thesis has several steps

thesis statement which sets forth an

within a personal framework; and

successively include: (1) research­

specific area of inquiry; (2)

complete an architectural problem

experiment with specific

intellectually attractive;

mature student an opportunity to do

the principles derived from the

through convincing arguments

statement-framing of the

hypothesis and methodology to be

architectural ideas which he or she

in the past to meet the kind of

Problems and prospects

which synthesizes their learning.

However. Programs that

The thesis is not for everyone, but

end of their studies-an expression

for testing design competency and

second semesterr

This is occurring at a time when the

field of architecture is perceived by

the public as a strong and important

profession. As demand for quality

increases, two opposing positions can

be found regarding the number of

students in the field.

First is the proposition that the

profession will never be able to support

all these students. That, in effect, the large

numbers only serve to water down any

demonstrated excellence within schools and

to decrease overall earning ability of

those who attain employment.

Second is the viewpoint that

larger programs offer a diverse

constituency which creates more

opportunities in architecture and

related fields (con;struction, real

estate, government, and client

roles). And, greater numbers of

students provide support systems,

more diverse faculties, and

programs which enhance research

capabilities.

But other key questions remain.

Are the types of programs in

existence meeting the requirements of

the profession? Is it valid to

organize schools of architecture

exclusively around the design

studio? Should students be expected
to do independent work in a field

which tries to offer something to

everyone, while emphasizing the

team approach? Should qualifying

exams or terminal problems such as

theses be used in schools as devices
to test design competency and

proficiency?

The design thesis is not an easy

undertaking. Its re-emergence is

one of the major dividends that has

resulted from past curriculum

changes and the influence of

Postmodernism. While it is too early
to determine if it will continue to

grow in use as an educational tool,

the design thesis can play a

fundamental role in giving students

an opportunity to make a

maximum of comprehensive expression at the

end of their studies—an expression

which synthesizes their learning.

The thesis may not be for all

Student attitudes vary regarding

their ability and interest in

questioning the world as it is.

answers, not debate. They do not

always like countervailing opinions. The

most acceptable arguments are

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Bridging the gap between Modern and Moorish architecture

After years of watching the affluent suburbs of Connecticut's Fairfield County siphon off much of its economic vitality, Bridgeport is enjoying a modest commercial and residential revival, fueled in part by the city's admirable location along the heavily traveled Boston-New York corridor. While Richard Meier's proposal for the new downtown headquarters of People's Bank will not totally erase the city's image as a fading New England mill town, the architect's signature brand of Modernism—and the building's highly visible location along the Connecticut Turnpike—might at least begin to alter some negative perceptions of the city. Like many other recent buildings by Meier, the 15-story Bridgeport structure will be characterized by a precise interplay of rectilinear and curved forms. Sheathed in a combination of red granite, clear insulating glass, and gray-and-white porcelain steel panels, the 440,000-square-foot complex will wrap around the Barnum Museum (upper right in model), an onion-domed landmark erected in 1893 whose exotic combination of Romanesque, Moorish, and Islamic architecture should offer an intriguing contrast to Meier's pristine grids.

Toronto continues to develop its lakefront

In an ongoing program to extend the city's downtown core south of the Gardiner Expressway toward the Lake Ontario waterfront, the Toronto Harbour Commission has proposed its most ambitious mixed-use project to date—a five-year, $300-million development scheme, dubbed the Toronto World Trade Centre, that will comprise nearly 2 million square feet of office space, 70,000 square feet of retail space, enclosed parking for 1,500 cars, and 500 units of condominium housing. The first phase of the project, designed by the Zeldner Roberts Partnership, calls for the construction of three setback commercial towers clad in green-tinted glass. Set atop granite podiums, these structures will be connected by a six-acre landscaped pedestrian promenade parallel to Harbour Street.
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News briefs

A new beacon at West Germany's gateway

George H. Nelson, the influential architect, furniture and industrial designer, and writer, has died in New York at the age of 77. One of the most articulate advocates of mid-century functional design, Nelson is perhaps best known for the modular home and office furniture systems that he developed for the Herman Miller Company. He was also an editor of the professional journal Architectural Forum from 1955 to 1984.

Frank Lloyd Wright's Solomon R. Guggenheim Museum in New York City has been selected to receive the American Institute of Architects' 25-Year Award, conferred annually "to recognize design of enduring significance." The Guggenheim is the fourth building by Wright to win the award.

The Bellevue Stratford Hotel, the venerable Philadelphia landmark that shut its doors last year after 80 years of operation, will be redeveloped as a mixed-use structure comprising eight floors of office space, a restaurant and shopping arcade, and, on its upper stories, a new hotel surrounding an open-air courtyard. Conversion architects are RTKL Associates.

Six design professionals are among the 22 artists and scholars recently announced as winners of Rome Prize Fellowships by The American Academy in Rome. The award recipients are Frederick Biehle of New York City; Kathryn A. Dean of Brooklyn; Norman Krumbholz of Cleveland; Jeanne Giordano of Philadelphia; William P. Brueder of New River, Ariz.; and Elizabeth Dean Hermann of Somerville, Mass.

"Insight and Outlook: Views of British Design" is the theme of the 36th annual International Design Conference in Aspen, scheduled for June 15-20 at the Colorado resort. Speakers will include architects James Stirling and Norman Foster, artist David Hockney, film producer David Puttnam, photographer Norman Parkinson, and graphic designer Alan Fletcher. For information, contact Deborah Murphy, IDCA, P. O. Box 664, Aspen, Colo. 81611 (303/925-2257).

The Boston Foundation for Architecture is a newly formed grant-making organization that intends to provide financial support for public-education programs relating to architecture, urban design, and city planning in the Boston area. Its initial grants helped underwrite a lecture series at the Boston Museum of Fine Arts, and an educational film entitled Our Built Environment that addresses the design process.

City planners in Frankfurt, West Germany, home of that country's tallest skyscrapers, are weighing a proposal for a 54-story mixed-use tower adjacent to the city's landmark railroad terminal. The German Federal Railway owns the 29-acre site and has extended an option for a long-term lease once the project gets the go-ahead. The 663-foot-high building would be the first in a series of lofty second-generation skyscrapers that city fathers plan to erect in Frankfurt over the next 15 years. (The first generation of tall buildings has been rising in the city's financial district since the late 1970s.) Early renderings for the new structure, which is being proposed by a Mannheim investment group at an estimated cost of $150 million, depict a contemporary campanile with a belfry-like, but bell-less, crown. The building would be situated along the southern flank of one of Europe's best-known 19th-century railroad stations—a monumental Industrial-Age basilica designed by architect Hermann Eggert that features a German Renaissance Revival facade and a vaulted steel-and-glass shed over the tracks and passenger platforms. Preliminary designs by the architectural team of Helm Joo, Reinhart Schulte, and Carsten Krüger-Heyden reveal a frankly Postmodernist scheme that consists of a 230-foot-square sandstone-sheathed base whose provisions for retail space will form an extension of shopping arcades in the station, a tower consisting of 28 commercial stories and a 14-story hotel, and an underground parking garage for 600 cars. An all-weather, second-story pedestrian bridge will link the new structure to the station.

Robert Ingersoll, McGraw-Hill World News, Bonn

In the prestigious old residential section of Atlanta known as Buckhead, construction has begun on a mixed-use project whose scale is mind-boggling even to those accustomed to the city's policy of no-holds-barred development. Designed by Thompson, Ventulett, Stainback & Associates, Buckhead Plaza consists of four office towers ranging in size from 19 to 44 stories, 110,000 square feet of retail space, a 400-room hotel, and a 6,500-car garage. The buildings will be clad in a combination of precast concrete, polychromed Canadian granite, and green-tinted glass. Although the architects have attempted to relate the project to its context through small "transitional" buildings, it is difficult to envision the comfortable insertion of 2.8 million square feet of office space into a residential neighborhood, even when housed under domestic-feeling gable roofs.
Far from the madding crowd, architects ponder urban issues in Monterey

California architects convened for three radiant and convivial days in early March at the annual Monterey Design Conference, sponsored by the California Chapter of the AIA. The theme of this year’s meeting was “American Urbanism,” but the Asilomar Conference Center, Julia Morgan’s dreamyastic, Craftsman-style summer-camp-for-grown-ups, seemed far removed from asphalt, subways, and slums. Through a series of panel discussions, slide shows, and project presentations, architects, planners, and developers looked at the problems of our changing cities and proposed brave new schemes for their improvement. Judging from the presentations, the West Coast vision of the future has mostly uncloudy skies and, in contrast to the East, there were no discouraging words about the potentially dire effects of Gramm-Rudman-Hollings and tax reform. The future is booming here because of the Pacific Rim trade,” explained Marvin Malecha, dean of the School of Environmental Design at California State Polytechnic University in Pomona. “What’s happening in Washington right now is just not touching us. Our development system works differently. We’re able to exact a lot of amenities from the private sector that the government provides back East. We tell them, ‘If you want to build there, you have to put in public amenities. And they do, because land values are so high that they know they’ll turn a profit anyway.’

With remarkable unanimity, the presenters affirmed their belief that the planning process and private enterprise would eventually correct the woes of American cities. Architect Charles Jencks advocated “legislating virtue” via an “intelligent zoning.” A master plan is a city’s “manifesto,” he explained. Said developer Robert Maguire III, “It is good business to make cities that we all enjoy living and working in. . . Quality pays, and I think that’s good news for all you architects.”

At a Saturday morning session entitled “American Urbanism: Searching for a Direction,” L. A. / Architect Barton Myers explained his optimism for master plans in almost the same breath as he explained how readily cities trade away their restrictions, a contradiction not entirely lost on the audience. Myers’s “manifesto” for the city emphasized midrange density and decentralization—“multicity, not just multicenter, for greater distribution of power”—and he cited as examples Toronto, with its borough system of government, Washington, D. C., and Los Angeles. His views were echoed by the other panelists, notably Jencks, who (quoting Colin Rowe) stated that “a good city is a collection of vest-pocket utopias,” and developer Wayne Ratkovich, who said he viewed cities as “a collection of urban villages where we can share our lives.”

The success of these centers, Myers emphasized, hinged in part on improved public transportation, although neither he nor any other panelist speculated on who would pay for it if the federal government opts out of funding mass transit. When an observer broached the issue, Ratkovich retorted, “People seem to forget that railroads and airlines were established without the help of the government.”

Not surprisingly, much discussion centered on California’s ubiquitous suburbs—“both its acres of tract housing and the way that conventional zoning has encouraged this “privatized landscape”—and the newer suburban centers that are diverting population and resources from the cities. San Francisco architect Jeffrey Heller discussed San Francisco’s Downtown Plan and the resulting building approval process (dubbed the “beauty contest”), showing in slides what he termed the positive effects that its restrictions were having on building design. At the same time, he warned, the plan, which “will allow very little future development through the year 2000,” shows strong public reaction against development. “No growth” has serious economic implications for the profession, Heller said. “It will also push growth out into the suburbs and further threaten our already diminishing greenbelt.”

One of the conference’s more cautionary voices was that of David Childs, a partner in Skidmore Owings & Merrill’s New York office, who charged that “some cities have become development junkies” in their “headlong rush to develop” real estate as a “radical new source of income.” He chastised the City of New York for issuing RFPs to develop major properties like Columbus Circle that include no design guidelines and treat financial return as the most significant factor in the proposal. “Public land should be developed with the public in mind,” Childs said, “and I believe that responsible developers would be delighted to cooperate.”

If the conference is an accurate reflection, California is the land of enthusiasm in anxious times. Its architects are brimming with confidence in the state, its economy, their ability to solve its problems. To this observer, there was a sense of immunity from the rest of the country’s problems. Let’s hope they’re right. Jula Lichtblau

When the Prudential Insurance Company unveiled plans for its Chicago regional headquarters in 1952, the 41-story aluminum-and-limestone-clad building—the city’s first postwar skyscraper—herself a torrent of irregular curtain-wall office slabs that followed in Chicago and elsewhere. For a major addition to Prudential Plaza, the company has elected once again to follow the latest architectural fashion, this time by looking into the past. Plans drawn up by Loebl Schlossman and Hack! call for a 64-story office tower whose setback granite-and-glass façades and lofty faceted crown allude to the early 20th-century skyscrapers that Naess & Murphy, architects of the original Prudential building, so delectably ignored. At 1,021 feet the new structure will be the fourth tallest building in the city.

Tilt-up Postmodernism

At first glance the Brea Tech Center near Los Angeles seems a pleasant, but unremarkable, assemblage of classically inspired low-rise office buildings designed by architects Fields & Silberman. What makes the project unusual is its tilt-up concrete construction, an economical (in this case, $22 per square foot) building mode usually reserved for one-story industrial buildings and warehouses.
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In early March, the Temple Hoyne Buell Center for the Study of American Architecture at Columbia University sponsored a two-day symposium entitled “The Building and the Book: Architectural Publishing in America.” Robert A. M. Stern, director of the Buell Center, presided over the event, which included papers by 18 scholars, journalists, and amateur architectural historians, as well as brief question-and-answer periods. Attendance required paid registration, yet Wood Auditorium at Columbia’s Avery Hall boasted an audience of well over a hundred at both sessions of the symposium.

The festivities convened with a Friday afternoon session devoted to “American Architecture Through American Eyes: Book Trends and Economies, 1776-1896.” Chaired by Victoria Newhouse, president and publisher of the Architectural History Foundation, it consisted of seven papers of varying length, quality, and interest, which together attempted to provide something of an overview of architectural book publishing in this country from the late 18th century to the present. A vast array of facts and figures—familiar as well as recently discovered—illuminating—were dispensed in presentations with titles like “The Beginnings: Architectural Publishing in America, 1776-1840,” “Selling Architecture: Promotional Literature, 1835-1840,” and “The Making and Selling of Architectural Books in America, 1835-1845.”

Perhaps the most cogent contributions to this session were made by Keith Morgan from Boston University, who gave a balanced and informative outline of “Writing on Architecture: History and Criticism, 1895-1945,” and by Newhouse, who provided a detailed account of the recent economic and technical history of architectural book publishing in the United States.

Spiro Kostof, professor of architectural history at the University of California at Berkeley, and author of the encyclopedic History of Architecture (1965), reviewed trends in architectural books after World War II. No one familiar with Kostof’s work will be surprised to learn that he championed “revisionist” architectural studies that would deliberately elide the distinction between architecture and more building—between high art and popular culture—and give special attention to various “ethnic environments” and other aspects of “the social use of architectural space” that have been neglected by traditional architectural history and criticism.

On Saturday morning the symposium turned its attention from books to architectural magazines and journals. No doubt because periodicals have tended to have larger, more immediate impact on the profession, this session was longer and in some ways more ambitious. Suzanne Stephens, for many years an editor at Progressive Architecture and now a contributor to House and Garden, Vanity Fair, and other journals, chaired the session. Its 11 papers attempted to trace the development and influence of architectural criticism, excluding newspaper criticism, in this country from its beginnings in the mid-19th century to the present, and here again the presentations varied widely in quality and interest.

Essentially historical reports recounted the rise of professional journals and noted the importance of literary magazines like Harper’s and Scribner’s as vehicles for such eminent architecture critics as Montgomery Schuyler and Russell Sturgis. Leland Roth, who teaches at the University of Oregon and is author of McKim, Mead & White, Architects (1983), described the enormous influence of women’s magazines, especially The Ladies’ Home Journal, as purveyors of model-house design—many several designs by Frank Lloyd Wright—at the turn of the century. Thomas Bender from New York University delivered a thoughtful paper entitled “Architecture and the Journalism of Ideas,” which showed how architecture has moved in and out of the center of intellectual discourse over the last century.

Looking back to such influential figures as Herbert Crowley, a former editor of Record and founder of The New Republic, and Lewis Mumford, Bender conjectured, probably correctly, that today no “major intellectual” has incorporated architecture into his work.

There was much else that one might note about the day’s offerings. For sheer curiosity value, Rice University’s Peter Papademetrion propably must take the palm. Papademetrion delivered an exceedingly long and often tedious talk about post-World War II architectural journals. Whenever he quoted someone who used a male noun or pronoun to refer to architects, Papademetrion would insert an editorializing “she,” presumably to demonstrate that he at least was not in collusion with such an unconscionably accurate use of standard English.

Such anomalies have of course become endemic to chic academic rhetoric, and, in fact, perhaps the most striking feature of the day’s proceedings was their thoroughly academic cast. The more specialized continued on page 55
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historical subjects naturally demanded scholarly expertise, but what about current journalistic and critical practice? How was it handled? With one or two exceptions, the speakers that Saturday were academics, not practicing critics, and there was not a single representative from the major architectural journals on the roster—surely an odd turn of events for a symposium supposedly devoted to architectural criticism and journalism. Even the exceptions, notably Suzanne Stephens and Joan Ockman (who worked for some years on the now-defunct *Oppositions*), only served to underscore the academic atmosphere of the event. Stephens's talk, "Learning to Love Complexity: Professional Periodicals, 1965-1980," was essentially a brief for the Postmodernist eruption inaugurated by Robert Venturi's 1966 manifesto, *Complexity and Contradiction in Architecture*—a book and a movement born, bred, and boosted in the academy. And the burden of Ockman's talk was epitomized in its title, "Positions and Oppositions: The Development of a Critical Discourse in the 'Little’ Magazine and School Journal, 1965-1970"—a "discourse," incidentally, that Ockman aptly characterized when she described the orientation of *Oppositions* as a blend of Marxism, neo-Marxism, and semiotics.

Not surprisingly, the most pressing questions facing architectural journalism today, questions about the aesthetic tasks of architectural criticism, were left pretty much unexplored. Criticism was often mentioned, to be sure, and its absence deplored; but virtually nothing of substance was said about it, nor was a particularly high level of critical acumen at work in the presentations themselves. Indeed, it was fitting that the event should conclude with a presentation by Thomas S. Hines on the professional and popular reception of Tom Wolfe's *From Bauhaus to Our House*. Architects have been conducting a shameless love-hate affair with Wolfe ever since his abysmal book was published in 1981, simultaneously repelled by his philistine caricature of Modernist architecture and intoxicated by the media attention that his book garnered for itself and, by extension, for the architectural profession. As it happened, Wolfe was in the audience that afternoon and was invited to reply to Hines's paper. In a few words that marked the end of this symposium on architectural journalism, Wolfe told us that his catchy title was more or less an afterthought, that his real topic was not architecture but the ethos of what he called the academic "compound," and that in fact his book's real subject was "not aesthetic at all." And that, it seemed to me, just about summed it up.

Roger Kimball

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Design awards/competitions:
City of Oceanside, California
Civic Center Design Competition

1. Premiated design: Charles Moore/Urban Innovations Group, in association with Danielson Design Group. According to the summary provided by Moore’s team, the winning design “starts from the legacy of Irving Gill and his search for a clear, simple, and honest architecture that luxuriates in the temperate climate and lush landscape of coastal southern California. We use his plain white walls, unadorned concrete arcades, disciplined fenestration, and flat roofs as our architectural vocabulary and then allow ourselves the exuberance of bright colors with tiles in niches at the entrances, and in the jams and soffits of deep-set openings.” References to Gill’s architecture seem especially apt in Oceanside, given that the town’s existing municipal complex was designed by Gill in 1929. Although the city intends to demolish most of Gill’s buildings on the site to make way for the new center, Moore’s scheme does call for preserving a Gill-designed firehouse and converting it into a recreational facility. Like many of the competition entries, Moore included generous provisions for terraced public plazas (top drawing) that step down the sloping site from a main entry court at Ditmar Street (bottom drawing). A whimsical aspect of the plan is a library plaza floor made of colored tiles arranged in the shape of an alluvial fan which, at its edges, turns into real water that spills into a palm-studded pool. “Mature, sophisticated architecture” was the jury’s characterization of the proposal. “It seems an open, user-friendly civic center that is in scale with the community.” Added the city’s mayor Larry Bagley, “I could walk by that complex and know I was in Oceanside.”

2. Finalist: Kaplan/McLaughlin/Diaz, in association with Keniston & Mosher. Although the competition had no provisions for an official runner-up, several jurors and many in the community felt that the proposal by Kaplan/McLaughlin/Diaz offered the Moore scheme its greatest challenge. Replete with references to Oceanside’s topography, this parklike plan would have incorporated several water elements, including a stepped cascade, a midsite reflection pool, and a waterfall/estuary—all meant to recall the path of the nearby San Luis Rey River. The linear form of city hall evokes historic piers, complete with “seaside” pavilions built out into the reflecting pool (right). A continuous wall along Third Street contrasts with a more inviting public entrance along Fourth Street.

Charles Moore and the Urban Innovations Group of Los Angeles, working in association with the Danielson Design Group of San Juan Capistrano, have won a national competition to design a new $20-million civic center in Oceanside, California. The complex is proposed for a three-block downtown site bounded by Hill, Nevada, Third, and Fourth streets, and is envisioned as the centerpiece of Oceanside’s downtown renewal program. The city hopes to complete the center by 1988, Oceanside’s centennial year. The competition brief called for approximately 170,000 square feet of general use.
municipal office space, a 10,000-square-foot main library, a 7,000-square-foot district fire station, and provisions for parking and landscaped open space—all intended to serve a rapidly expanding city in northern San Diego County that is expected to grow from its current population of 89,000 to 130,000 by the year 2000. An unusual aspect of the competition was its high degree of public participation: the five finalists' entries were exhibited at a local branch library, and Oceanside residents were invited to submit written comments on the designs. Although the jury was not obligated to go along with public opinion, the winning scheme by the Charles Moore/Urban Innovations Group team did appear to be the peoples', as well as jurors', choice. We illustrate below Moore's premiated design and proposals by the four other finalists, selected from 59 competition entries by professional jurors Michael Pittas, AICP, Hon. AIA (jury chairman); Garrett Eckbo, FASLA; Donlyn Lyndon, FAIA; Robert Mosher, FAIA; and Peter Samton, FAIA. Jurors representing the community were Marion Bryant, Lucy Chaves, Nancy Jakovac, Warner Lusardi, Dr. John MacDonald, and Ernie Taylor.

3. Finalist: ELS/Elbasani-Logan, in association with Winck & Cutri. A six-story domed city hall (right) terminating the vista along Freeman Street is the dominant element of a scheme that would have preserved fully one-third of the building site as a "land bank" for future development. Administrative offices extending as wings on either side of city hall reinforce the east-west orientation of the site. This architectural ensemble, together with the new library and council chambers building, opens onto a heavily landscaped pedestrian plaza fronting Third Street that the architects say "celebrates the accessibility of Oceanside's citizenry to its government." The curving facade of the city council chambers echoes the contour of a raised circular platform at the center of the site.

4. Finalist: Heller & Leake. Perhaps more than any of the other finalists, Heller & Leake's submission exhibits the time-honored symbolic elements one traditionally associates with civic architecture. A tall campanile reminiscent of Bertram Goodhue's work in San Diego is the focal point of the project and serves as a link between city hall—a three-story structure organized around a rotunda (right in rendering)—and the library. This building ensemble faces a ceremonial plaza, or "civic green," located at the corner of Hill and Third streets. A pedestrian arcade crosses the site and connects city hall to a new parking garage that would have replaced the Gill firehouse. Although some jurors admired the way the architects concentrated their buildings at one end of the site, others criticized the design as overly conservative.

5. Finalist: Arquitectonica, in association with Friedson/Robbins. Although Arquitectonica was alone among the finalists to eschew any allusions to Oceanside's historic architecture, the Miami-based firm nonetheless presented a scheme that is highly referential. According to the architects, four brightly colored, wedge-shaped buildings housing city offices, council chambers, a library, and a fire station are meant, depending on one's mood, as metaphors for Pacific waves, rolling sand dunes, or billowing sails of boats moored in Oceanside's harbor. Stepped grandstands atop each building were designed as viewing galleries for urban performances and festivals. While the jury praised the scheme as the "most courageous and daringly innovative" of the finalists, they ultimately rejected it as too great a risk.
Design awards/competitions continued

American Wood Council
1985 Design Awards

1. The Aware Shelter, Juneau, Alaska; The Miller/Hall Partnership, Architects (Honor Award). An 8,000-square-foot temporary shelter housing up to 48 victims of domestic violence was designed as a comfortable rustic lodge. The building is sheathed in a combination of fir-veneered board-and-batten siding and cedar planks—wood finishes that recall the vernacular residential architecture of southeastern Alaska. A semicircular meeting room at the building's northern end offers impressive views of the surrounding hills. The jury called the project "a strong, highly suitable concept [and] a warm, sheltering environment."

2. Shelly Ridge Girl Scout Center, Miquon, Pennsylvania; Bohlin Powell Larkin Oywinski, Architects (Honor Award). A five-building rural retreat for Girl Scouts from inner-city Philadelphia exhibits a rustic vocabulary of wood structural and decorative elements meant to recall local farm buildings. A long south wall of glass on the camp's central building emits solar heat, while a massive fireplace, elevated on a platform for small seating groups, dominates the interior space. The jury praised the architects for their "traditional yet fresh approach. The buildings are simple where it makes sense to be simple, decorative where appropriate, and totally related inside and out."

3. Tidewater House, Eastern Shore, Maryland; Hugh Newell Jacobsen, Architect (Honor Award). "A simple, classic design with beautiful scale and excellent flow from one space to another" was the jury's characterization of a weekend house that consists of four pavilions lined up between a pond and a tree-lined alley [RECORD, mid-April 1984, pages 74-81]. Three sides of the exterior are wrapped with floor-to-ceiling louvered shutters which, when closed, form a continuous surface with clapboard siding. When raised on motorized pulleys, the shutters become trellislike sunscreens that shade stone terraces and floors.

4. House on Long Island Sound, Stony Creek, Connecticut; Steven Izenour of Venturi, Rauch and Scott Brown, Architect (Honor Award). Built on a rocky pier, this wood-shingled bungalow exhibits two whimsical land- and water-facing facades [RECORD, mid-April 1984, pages 124-127]. A south-facing porch suggests a stylized Greek temple to visitors arriving by boat, while a huge window in the shape of a ship's wheel greets overland guests. The jury praised the design as "handsomely composed and absolutely charming, ... an extremely strong concept carried all the way through with well thought-out detailing."

5. Fisher Winery, Santa Rosa, California; William Turnbull Associates, Architects (Honor Award). The jury called this northern California winery "a simple, straightforward design, beautifully crafted, that combines barn imagery and working elements within a single volume, ... [It is] everybody's snapshot image of how a building sitting in a field should look." Built entirely of fir and redwood sawn on-site to make additional land available for grape planting, the structure features a wood-shingled roof, large scissor trusses dominate a 5,100-square-foot interior.
A winery in California, a Girl Scout retreat in Pennsylvania, and a shelter for victims of domestic violence in Alaska were among the ten new buildings recently cited by The American Wood Council in its 1985 Wood Design Awards Program. Six projects received honor awards, and four were recognized with citations. In selecting the winners from 350 national entries, the jury observed that "the best designs share a simplicity of concept and treatment with wood, whether left natural or subjected to color, whether ornamented with verge boards or using structural members as decoration. The diversity of the winning projects suggests that wood is a more flexible material than is generally imagined." Jurors for the biennial program were David Childs, FAIA, of Skidmore, Owings & Merrill in New York City (chairman); Robert J. Frasca, FAIA, of Zimmer Gunsul Frasca Partnership in Portland, Oregon; Adele Naude Santos, chairman of the department of architecture at the University of Pennsylvania in Philadelphia; Robert A. M. Stern, FAIA, of Robert A. M. Stern Architects in New York City; and Ronald J. Thom, FRAIC, of The Thom Partnership in Toronto.

6. Wharton House, Nottingham, New Hampshire; Amster Haganah MacLean, Architects (Honor Award). An 1,800-square-foot residence consists of three cabinlike pavilions, graduated in size, that step down a steeply sloping site toward the Lake Pawtuckaway shoreline [RECORD, mid-April 1985, pages 84-97]. A glass-enclosed walkway connects the units, which are designed to reflect the area's traditional forms in the Shingle Style. "Its context and the regional character is highly sensitive to its context and the regional vernacular," said the jury.

7. Loos Residence, Montauk, New York; Michael A. Geyer, Architect (Citation). A shingle-clad, 2,900-square-foot house on the coast of eastern Long Island was designed with a steeply pitched roof, low dormer windows, and a massive stone chimney—elements that harmonize with neighboring 19th-century domestic architecture. A variety of wood details—casement windows, planter boxes, pine plank flooring, window seats, and a picket fence—enhance the rustic effect. "An honest, well-proportioned house," said the jury.

8. Rosewalk Cottage Court, Seaside, Pt. Washington, Florida; Orr & Taylor, Architects (Citation). This picturesque assemblage of 16 clapboard-sided houses ranging in size from 800 to 1,200 square feet is located in Seaside, a new planned resort community on the western tip of the Florida panhandle. Arrayed around a courtyard embellished with gazebos, trellises, and pergolas, the cottages have broad covered verandas, interior lofts, and such architectural details as cupolas, octagonal libraries, and inglenook-type dining areas. Widow's walks and second-story porches permit views of the Gulf of Mexico. The project "revives a tradition of well-detailed homes in wood," said the jury. "It is an expression of the charm once associated with summer resorts by the sea."

9. House in Westchester County, New York; R. M. Kliment and Frances Halshand, Architects (Citation). The jury called a 5,600-square-foot weekend and summer retreat near New York City [RECORD, mid-April 1986, pages 70-77] "an imaginative recall of traditional forms in the Shingle Style." Situated at the edge of a lake, the structure boasts a symmetrically massed entrance porch that contrasts strikingly with a more fragmented rear elevation. "The design succeeds very well," observed the jury, "with a distinct sense of entrance and a strong processional sequence leading to the view of the lake."

10. Fitzpatrick Residence, Pasadena, California; Gilbert L. Herbsheimer, Architect (Citation). The California Craftsman houses designed early in this century by Greene and Greene were stylistic prototypes for this 5,600-square-foot bungalow. The structure's exposed redwood post-and-beam framing system, set on a six-foot module, is enhanced by trellises above the patio and notched rafter ends that project from the roof to form generous eaves. "An artfully detailed house that exploits the natural color, warmth, and texture of wood," noted the jurors. "Its regional character is highly appropriate to the tradition of the area."

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This beautifully written and meticulously researched account of the first 40 years of John Ruskin's life is an exemplary production. Although the book does not supply us with any startling new revelations about Ruskin's life or work, it proceeds with a judiciousness, a command of Ruskin's oeuvre, and a sense of the great critic's place in the history of modern thought that make it a minor masterpiece of biographical writing. The author—who like his subject has taught both painting and art history—has written monographs on Picasso, Miro, and Anthony Caro and is a regular reviewer for The Times Literary Supplement. The present work, the first of two projected volumes, takes us through Ruskin's youth and school days, his disastrous, unconsummated marriage of six years to Euphemia Gray, and the composition of many of his important works devoted primarily to art and architecture.

These are the years that saw publication of The Seven Lamps of Architecture (1849), the three volumes of The Stones of Venice (1851-1853), and the five volumes of Modern Painters (1849-1859)—that landmark of art criticism which Ruskin began at the age of 23 as a defense of the controversial painting of J. M. W. Turner, one of his lifelong artistic passions. They are also the years of Ruskin's discovery of medieval art, his involvement with Pre-Raphaelitism, and the beginning of his interest in the arts and crafts movement. The later, socially "activist" Ruskin, the Ruskin of Fors Clavigera, The Crown of Wild Olive, and Munera Pulveris, only just began to assert himself in these years. Hilton's consideration of that side of Ruskin's activity, though touched upon in the concluding chapters of this book, has been mostly left for the anticipated second volume.
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how rare it is that a book reviewed in these pages can be urged on anybody, architect or layman, as warmly as one presses a favorite novel on friends. authentic decor is just such a rarity, a definitive scholarly resource that also presents an absorbing human chronicle. the abundances of vivid detail compiled by peter thornton, keeper of the department of furniture and woodwork at the victoria and albert museum, communicates an almost novelistic fascination with the form and texture of european and american domestic life over three centuries. this immediacy depends in large part on the absence of reconstructed period rooms among the book's 584 illustrations; without exterior settings, the furniture, prints, and photographs gathered here have been reproduced from sources contemporaneous with the interiors they fit. refreshingly, despite the wealth of engaging minutiae in each vignette, and a text that meticulously explicates the significance of every valance, people in circles that react to the larger thematic outlines of thornton's historical analysis do not blurt. his constant aim is tracking the "essence," the "light of vision" that delineates the look of an era and, "by some strange process, seems to affect pretty well everyone. this in effect means that people in circles that react to the change is more rapid than one might suppose..." and i expect it will eventually be possible to recognize the characteristics of a decade quite easily, with such practice. unlike many scholars on the trail of the zeitgeist, thornton displays common sense and a sharp eye for irony. (his paris people of a particularly amorous disposition sometimes had a plate of mirror-glass set into the domes of their beds, but this practice was less eagerly adopted after calame, the minister of finance, was nearly cut in half when the glass fell [in one case].) thornton's study begins in 1620, when ideals of unified interior design which originated in renaissance italy were falling the ascendant throughout europe, and concludes around 1920, when new aesthetic and social impulses challenged that continuous, essentially classical, tradition. each of the book's six chapters examines a 50-year period in the light of trends in architecture and related arts, the functional and ceremonial development of interior planning, and a specific typology of the architectural shell and furnishings. thornton is especially effective indicating the means by which an aesthetic message is transmitted from centers of fashion, and the variations and anomalies that emerge as the vocabulary spreads to more remote and less privileged regions. numerous examples demonstrate the speed with which modes in interior decoration have always circulated among an international elite, yet thornton also traces the phenomenon of the "falsetails," whereby a lag of even several decades could delay the general acceptance of a particular new style. although he necessarily draws most of his evidence from the amply recorded worlds of artists, gentry, and influential artists, thornton still offers enough glimpses of simpler folk at home to communicate an almost novelistic fascination with the form and texture of europe's domestic life. thus isolated, its architecture becomes introspective, reflective, and academic themes that are often external pressures. jefferson's "houses" are less vernacular dwellings than textbook examples of the evolution of style. harvard, in contrast, was founded as an integral part of its puritan community. the students attended church in cambridge and moved harvard bay in fields once more their neighbors. school and town grew together, essentially interdependent, yet competing for resources and often opposed in their goals. consequently, harvard's architecture has always been responsive to larger social forces; "master plans" assumed to discussion or expedience. nevertheless, bainbridge bunting discerns some "inner energy" that has guided growth toward a less formal but more vivid unity. the vistas of early cambridge yards exemplify the university's development. built on the old yard. the evolution of radcliffe house is sporadically acquired, it was first a wasteland of pigeons and privies. gradually, through 150 years of intermittent growth, "the buildings achieved a certain harmony and dignity, ... not from a pact with allegiance to a predetermined idiom but from a family resemblance attained through the use of brick, simple massing, and a restrained, familiar architectural vocabulary." the self-assertive 19th century, however, little valued this modest harmony. as a result, new buildings came to be seen as purely functional; when the glass fell, the做大做强 new forms, and narrow conformity seemed antiblastic to the growing emphasis on individuality. the result was antia "architectural inconsistency" characteristic of the school's history. thomas matthews is a freelance architectural writer from new york city.
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Rouse-up the waterfront

By Craig Whitaker

On March 11, 1985, The New York Times printed an article entitled "Pavilion Rising at Seaport Draws Opposition." The article went on to detail a dispute between various New York City civic and community groups on one side and The Rouse Company and its sponsor, the New York City Public Development Corporation, on the other over a new three-story, $650 million pavilion then nearing completion on the East River in lower Manhattan. The pavilion houses some 120 stores and restaurants and is the largest commercial development project ever undertaken in New York City; it has a long tradition of standing up for the public good in a city where nearly every project turns up a political brouhaha. Yet the results at the Pavillion in Manhattan.

It began, in 1974, as the idea that, furthermore, the final record of sensitive and public-domain projects.

Unfortunately, there are no good apologies, here or elsewhere. The regulations) to find ways of balancing public and private domains. The Rouse Company has labored mightily to seize this opportunity may be the key, in the fact that there is considerably more open space—about 40 additional feet—under the upper two stories of the building, that the plans comply with guidelines developed by the New York City Planning Commission when concern about open space along the river first surfaced, and that, furthermore, the final drawings had been in the public realm and available for review for some time. It would be comforting if at this juncture one could place blame where it belonged, rectify any errors made, and move on. Unfortunately, there are no good guys, just bad guys in this small drama. The civic groups involved have a long tradition of standing up for the public good in a city where numerous development schemes are rampant. The Rouse Company has a record of sensitive and public-spirited waterfront development projects. It needs to make no apologies, here or elsewhere. The New York City Planning Commission has labored mightily (often under the weight of its own regulations) to fashion basins are only counterpoints to the American waterfront, ribbons would be cut, promises to resurface with increasing frequency as redevelopment spreads across America's industrial obsolete inner-city waterfronts. The problem, I fear, is endemic to the approach.

A formula for waterfront redevelopment: Boston as a prototype

The present epoch began in Boston where, as almost every architect, developer, and politician now knows, the successful redevelopment of Scollay Square, particularly the rehabilitation of old Panuel Hall and the Quincy Market, led quickly to the realization that other structures from America's industrial and pre-industrial past were equally susceptible to rehabilitation, and that, moreover, some of the finest architecture of more than a few blocks away on Boston's waterfront.

For architects, these marvelous old granite and brick warehouses have become paradigms for waterfront redevelopment everywhere. Symbolic of America's self-reliant mercantile beginnings, and lighted cleanliness were significant ingredients. As important as these, however, was the promise of relative exclusivity. People would not pay large sums of money for condominiums in a risky new part of town if waterfront views so prominently displayed in the brochures were later to be blocked off by other buildings. Who would order crab's legs and clam chowder if they could not see the water? Therefore, in order to create a market, the developer often needed to control not only the boundaries but adjacent land and buildings as well. Thus, waterfront redevelopment in the 1970s and '80s was tailor-made for planners and government officials weary of the battle and increasingly unsure of whether public involvement is shaping the city was necessary or desirable. 

There was only one small Paussian fly in the ointment. From the beginning a marketing hook was necessary to get people back to an area that for generations had been dark, dirty, and dangerous. The promise of activities—of concerts and festivals and kiosks and balloons—as well as the promise of food, safety, and well-lighted cleanliness were significant ingredients. As important as these, however, was the promise of relative exclusivity. People would not pay large sums of money for condominiums in a risky new part of town if waterfront views so prominently displayed in the brochures were later to be blocked off by other buildings. Who would order crab's legs and clam chowder if they could not see the water? Therefore, in order to create a market, the developer often needed to control the architectural treatment can create photographic value from the tension between it and the speculative commercial city crowding up around its edges, the same is true in Rio. Some of the most expensive real estate in South America sits on the inboard side of Avenda-Atlantica and Viella Souto, Hotels, luxury yachts, and ocean liners line up along the beaches rather than in them. The poor go to the beach, the rich go to the beach; one can park a shine and white wine, beer and pizza, or neither.

Daniel Burnham's plan for Chicago, and its later manifestation along Lake Michigan, is a more anglicized and verdant version of the same concept. The Navy Pier, the Art Institute, and the boat basins are only counterparts to the perception held by all Chicagoans that first there is a city, then park, then water. I was once told that kindergarten-age children in Chicago, when asked to draw their city, often start confidently with a green line down the middle of the page.

The best example in North America, however, is probably the Paseo del Rio in San Antonio. Conceptually similar to both Chicago and Rio de Janeiro, but at an entirely different scale, the project wriggles its way like some tiny green Nile between buildings and under streets on both sides of the San Antonio River. The plan was first published in 1853 by Robert H. H. Hugman, a San Antonio architect whose brilliant work went largely uncredited for many years. Hugman immediately after descending the stairs that Hugman has blazed a trail. Regardless of how many opportunities present themselves for noshes and shush margaritas to get between us and the river, Hugman allows us to pass. As one architect looking at another's work,
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what leaps out to me immediately along the Paseo del Rio is Hugman’s impassioned fidelity to the idea that the river and its edges are public. Building foundations are muscled out of the way if they intrude on that right. When roadway bridge piers block access, they are simply bypassed by Hugman’s catwalks built out into the river around them. The only real disappointments in the Paseo del Rio are at the ends, where one realizes there is no more, that Hugman has finally stopped looking out for our interests.

The problem of politics
If public access along the waterfront is a laudable goal, then two very real impediments soon emerge. Overlapping jurisdictions, competing bureaucracies, different funding sources, and a forest of often contradictory environmental regulations make any such endeavor very difficult. By way of contrast it is mind-boggling to recall that at one of the first meetings of the Regional Plan Association in New York, Lewis Mumford and Clarence Stein decided it would be a good idea to promote the plan for an Appalachian Trail. It is also hard to locate clients. Hugman spent seven years flogging his plan for San Antonio before he finally found people willing to stand behind the idea and promote it. For some of those years business leaders in San Antonio were convinced the best proposal for that stretch of the river was to pave it over and turn it into a culvert. Burnham, a man of means, developed and tinkered with his plans for Chicago at considerable personal expense during much of his professional life. Throughout this period he showed it to dozens of groups to build support. When the plan was finally accepted in 1909, he stepped aside and did not participate in its execution in order to eliminate any suggestion that his promotion of the concept had been self-serving. Finding a client is not any easier today.

The question of scale
But perhaps the largest impediment for architects is the conceptual baggage many of us bring to the problem. Urban design has become the scale of bubble diagrams and concept drawings at one inch equals 40 feet—the scale most suited to those few high-density downtown blocks where two percent of the area absorbs 98 percent of our thinking and theorizing. It thus becomes difficult to recognize the opportunity, let alone think through and design long stretches of waterfront, when the only current conceptual references are those schemes for “piazzafying” the waterfront one chunk at a time. Rio de Janeiro, Chicago, and San Antonio, or for that matter, the tow paths along the Potomac, Riverside Park in New York, and the boardwalk in Atlantic City, exist almost entirely at the large and small scales with the middle scale either suppressed or absorbed within the whole. In Rio de Janeiro there is nothing to snag the eye between the gently curving and instantly comprehensible sweep of the avenidas stretching into the distance and the details of the light fixtures and paving patterns in the sidewalk—from one inch equals 100 feet right down to 1 1/2 inches equals one foot with nothing in between. Robert Venturi was right when he said nobody would propose Central Park today because the idea of some plan for a huge dumb green rectangle hanging on a conference room wall would seem so simple-minded as to be risible. Bring on the urban designer to break up that rectangle and humanize it.

In San Antonio even the large scale exists only as a compact between Hugman and the user that access will not be interdicted. The tight turns and sunken section make the Paseo del Rio a sequence of discrete, episodic experiences with an interesting bridge here, followed by some exotic vegetation over there. The only middle scale event at all in this sequence is one medium-sized amphitheater built into the bank on one of the river’s inside turns. It is also the most boring stretch of the journey. On many projects, particularly those involving dams, dikes, piles, decks, landfill, and seawalls, the large and small scale must be considered simultaneously rather than sequentially. Because engineering work at the water’s edge may often precede the programming, design, and construction behind it, sometimes by a period of several years, and to the extent that detailed design of the edge may inform the engineering rather than the obverse, one may need to know how wide the esplanade is before one has figured out how many people will use it or where it will lead.

This in turn suggests that specific uses and programs in a conventional sense are far less relevant to the final form of a given stretch of waterfront than are other considerations. Programs change. The roller coasters and saltwater taffy in Atlantic City are giving way to gambling casinos. A decade from now, today’s chic boutiques and grog shops may seem hopelessly passé. Burnham was wrong in his prognosis of what would later occur on the other side.
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of Michigan Avenue. He vacillated for years on what uses were most appropriate along the lake and in the end was criticized, unfairly I believe, for his erroneous estimation of the shape and character of the city that would grow up behind his park. But in the final analysis, his miscalculations mattered not one whit to the success and validity of his proposal. The park has grown to grand because the lake is big and broad. The Paseo del Rio is close and intimate because the river is small and the section is tight. Beyond an initial idea, form follows form not function.

Frederick Law Olmsted could only have imagined the current postcard views of Manhattan’s skyscrapers pressed up against Central Park. Tourists flock to Savannah to see its anteellum graciousness, but that graciousness originated 130 years earlier when Savannah was first platted by James Oglethorpe, who could not have had a clue to the plan’s later manifestation. For the fledgling urban designer this suggests that a working knowledge of civil engineering, of street design, usable block and lot sizes, and a knowledge of generic building types are more important than a working familiarity with real-estate finance and zoning.

For the politician there is a different lesson and perhaps the possibility of a greater freedom. Few cities are big enough to absorb more than one South Street Seaport, and there is a lot of America’s waterfront still left to think about. As it now stands, the announcement from city hall that a given stretch of waterfront will be returned to the people is usually followed by the obligatory tour by the mayor and other civic leaders of Boston’s warehouses, Baltimore’s Inner Harbor, and Tivoli Gardens if the budget allows. This is then followed by an assessment of available sites and a screening of potential developers. Thus slowly but inexorably begins the process of linking the success of a particular administration to the projects selected and the developers promoting them. Interest rates, marketability, and the overall financial health of the developer become matters of grave political concern.

Alternatively, planning and legally mapping access to the waterfront require no specific development commitments. Whether the impetus for this comes from the Hugmans and Burnhams of the world, from municipal government groups, or from the mayor’s office itself makes little difference. What matters is that streets, setback lines, and public rights-of-way are the tools for channeling and modulating development into a civic whole greater than the sum of its private speculations. That much has been understood about cities since the Renaissance.

Perhaps, then, today’s timidity simply to wade in and start drawing lines despite the enormity of the opportunity stems from some lingering early Modernist sensibility about total design. Eliel Saarinen’s dictum was that one could not design the ashtray without knowing how big the coffee table was, and could not design the coffee table without having some ideas about the size of the room. In a better world everything fits together; therefore, plans and maps are a hollow exercise unless matched and molded with an actual Rousian proposal. So the next step, really, is discovering once more that planning before building (or rebuilding) is good policy and good politics, too. Maps, hearings, beautiful renderings, impassioned debate over the public trust, and politicians on the six o’clock news pointing to a better waterfront—none of these requires specific development proposals. If there are actual proposals waiting in the wings so much the better. The mayor gets credit twice. If not, then Rio de Janeiro, Chicago, and San Antonio show that if the public goes first, Rouse will follow. He is, after all, a very smart man.

Notes
2. Two early accounts are Louise Lomax, San Antonio River and Valley, Texas (San Antonio: Naylor Co., 1948), and the Report of the United States Works Progress Administration, Texas (1941).
5. Ibid., pp. 334-35.

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April 1986 71
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Taking it to the streets

During the late '70s, contract furniture manufacturers learned that one way to gain a competitive edge over their neighbors in the Merchandise Mart and the Pacific Design Center was to invite a cutting-edge architect over for NEOCON or WestWeek. The trickle, then flood of “designer showrooms” that followed swept unknown companies into instant prominence, carried taken-for-granted product lines onto center stage, and, thanks to an especially attentive professional press, sent trade show attendance figures surging upstream. If there were times when these high-style displays succeeded in nothing so much as upstaging the displayed, the basic premise underlying the trend was nonetheless sound: if your market is the design community, your marketing should be design-conscious.

Owing to the speed at which trends now travel, and to the popular press’s newfound fascination with architects and architecture, it was perhaps inevitable that high-design showrooms would sooner or later escape the narrow confines of the trade mart and hit the streets. For, though the rules are different in retail, the design-sensitive public is no less susceptible to architecture’s seductive allure. Especially when it is inserted into the all too familiar “shout-if-you-want-to-be-heard” commercial glitz that lines Madison Avenue in Manhattan, the “Miracle Mile” in Coral Gables, and Sutter Street in San Francisco, where Steven Holl, Arquitectonica, and Mark Mack have introduced welcome alternatives to the genre. Not surprisingly, the clients for all three boutique-scale shops presented here cater to the urbane tastes of the carriage trade—a group that prides itself in keeping up to the stylistic minute. Catching the discerning eye of these ever-vigilant consumers (who can tell you precisely when Minimalism went out and the New Romance came in) is no easy task, however; especially if your stock in trade is a relatively unknown commodity making its debut in the marketplace. The architect must devise a facade that proclaims, but does not scream, a commercial message; he must then create an esthetically supportive, but not overwhelming, interior atmosphere to reassure the sometimes hesitant customer. Consider Steven Holl’s glass-enclosure for The Pace Collection (below), for example. Every day, the sales staff charged with taking clients through the company’s luxe line of business and residential furniture arrives early to cover the lockset with masking tape. With 1,000 or more people stopping by each week, they’re too busy to answer the relentless doorbell. Charles K. Gandee
"You’re writing about History," warned Leon Rosen, in an ominous tone of voice. If the interviewer suppressed the obvious retort, "I’ll be the judge of that," it was because The Pace Collection’s president did have a point. The primary display area in his company’s ninth show room may only tip the scales at a featherweight 364 square feet, but within the furniture industry and the architectural community, those are 364 very important square feet. Not only do they effectively challenge the established custom of companies placing their product lines safely out of the public eye in “to the trade only” design centers, but they were crafted by architect Steven Holl.

Whether the Pace “experiment” will ultimately succeed, and Rosen’s colleagues (duly noting their competitor’s success) will follow his lead, is an open question; however, it is timely to consider architect Holl’s contribution to the cause. For, despite a modest portfolio of built work, Holl has struck a responsive chord in an entire generation of young architects and students, who find in him a welcome calm amid the anything-goes blizzard that is the contemporary architectural climate. (He also received, not incidentally, the imprimatur of Michael Graves, who, when asked by Vanity Fair magazine to name “one architect under 40 worth watching,” tapped Holl.) The enthusiasm is generated by the alluring niche Holl has carved out for himself. His work is sufficiently abstract to appeal to Modernists, but not so detached from history as to alienate Postmodernists, and his near fanatic preoccupation with materials and construction endears him to purists of every stripe. Defying all ready stylistic categories, Holl’s architecture manages to be both rational and emotional, disciplined and idiosyncratic, taut and sensuous. His method? “I prefer to have the architecture somehow be born from conditions on the site . . . which is not a ‘contextual’ argument, but it’s also not taking a single architectural vocabulary that you’ve developed and then transporting it from one place to another.”

The predominant “condition” Holl found on the corner of Madison Avenue and 72nd Street in Manhattan was the dynamism of the city grid. Standing diagonally across the intersection, the architect was intrigued with the “hyperactive view of alternating forces of movement”—the red light/green light, stop/go rush of cars and pedestrians—which suggested the theme of counterpoint. After first righting the urban wrong he saw in the chamfered corner of Pace’s site by adding a six-foot triangular wedge (photo left), Holl set out to develop his chosen theme. Given the size of the space (minute), and the scale of the objects to be contained within it (not so minute), wrapping the showroom in glass was only common sense: no simple plate-glass window-walls these, however. Though Piet Mondrian might have served as co-designer, Holl insists De Stijl was not a point of departure for the counterpoint of dominant horizontal mullions of the 72nd Street facade (photo facing page), which are pitted against the dominant vertical mullions of the Madison Avenue facade (photo previous page). Looking through, one does have a sense of the kinetic activity Holl aspired to (photo above left). And while the intended tension between the lines sandblasted into amber panels on Madison and the extruded planes sandblasted into similar panels on 72nd may be too subtle for many, the lively rhythm of opaque vs. transparent, line vs. line, is not. After suspending a curvilinear yellow canopy over the front door, Holl extended his contrapuntal motif to the tiny interior, where a spidery steel web that serves as a mezzanine guard-rail “fuses curves against horizontal bars” (page 101), where a “free arrangement” of rectangular voids in the ceiling is set against a flat horizontal plane, and, most dramatic of all, where “steel shelves [holding exquisitely-crafted furniture maquettes] carry out the counterpoint of planes set perpendicular to the wall.”

As the rectilinear black dot in the site plan at left reveals, Pace is a minor event. Minor events, however, add up. Perhaps not to “History,” but then again . . . C.K.G.
True, The Pace Collection generally displays more than a table, a lounge chair, and a loveseat in its new showroom (photo left), but it doesn’t display all that much more: the diminutive 26- by 14-foot space won’t allow it. Additional selections from the company’s product line can be found up in the staff’s 10- by 12-foot mezzanine office (photo facing page and below left), down in a subterranean annex (section bottom), or, in model form, “floating” on steel shelves projected from the show room’s south wall. Pace president Leon Rosen is clearly content to offer us an appetizer, not his full menu. (The complete meal is served in Pace’s 10,000-square-foot flagship showroom 15 blocks away.) Architect Steven Holl’s job, of course, was to make that taste of Pace as tantalizing as possible. Which he did. Holl has succeeded where so many others have failed, in achieving that delicate and elusive balance in show room design between too much architecture (wherein the furniture is overwhelmed) and not enough (wherein the furniture is unflatteringly warehoused). At Pace, container and contained have made their peace. Perhaps one can attribute the equilibrium to Holl’s near-rabid aversion to any single or simple “style”; to his preference for devising rationally ordered but basically abstract solutions to architectural problems; and to his preoccupation with materials and craftsmanship. The result is like an exquisite pedestal in a gallery, which visually supports the object it physically supports. Though some have questioned the relationship between Holl’s conspicuous aversion to opulence and Pace’s unabashed commitment to same, president Rosen believes that the more fundamental issue is that both are committed to “quality.”
“When you’re trying to develop something with a certain level of detail, you have to stay on the site. How else can you do it?” Holl asks rhetorically. He estimates that while Pace was under construction, he spent one out of every two days on the corner of 72nd Street and Madison Avenue. Though Holl confesses that such time-consuming attention is "not cost-effective," it has its rewards. The architect was on hand when it turned out that Pace’s front door was going to collide unceremoniously with a structural column, giving him the chance to turn adversity into virtue by having workmen carve a neat niche out of the column (photo right). Similarly, when the plaster dried, and the cobalt blue pigment used to create the desired hue of celadon congealed on the surface in tiny specs, Holl was on hand to calm his alarmed client and persuade him that he was really seeing "an unprecedented breakthrough" (photo top left, facing page). And when costs were getting out of hand, Holl was ready to shave $30,000 off the budget by leaving existing radiators in place, but protecting them with a wire-legged steel shelf that extends the plane of the granite window sill by a precious 21 inches, and creates additional display area for chairs (photo top right, facing page). But perhaps the most rewarding benefit of working in situ, was Holl’s exposure to the artisans and craftsmen—the glassworker who sandblasted and etched the amber panels (photo right and facing page), the plasterer responsible for the shifting fresco in the stairwell (photo facing page), the steelworker who patiently balanced the window mullions’ structural stability with thinness—those unsung heroes of architecture, according to Holl, responsible for transforming vision into material reality. He concludes, “There are certain projects that have a lot of love in them.”

The Pace Collection
New York City
Owner: Leon Rosen
Architect: Steven Holl, Architect—Peter Shinoda, project architect; Peter Lynch, Paolo Lacucci, assistants
Engineers: Paul Gossen (structural); John Lui (mechanical)
Consultants: Peter Barnum (lighting); Halton Hall (plasterwork); Alvin Cooke Metal Works (brasswork); Richelmo Bottino (furniture models); Jorge Rodriguez (sandblasted glass); A & S Windows (storefront)
General contractor: C. Clark Construction Corporation—Frank D’Amico, job supervisor
Late one afternoon last fall, a panel truck pulled up in front of the pink canvas awning at 142 Giralda Avenue in Coral Gables, and a crew of moving men hurriedly descended on the recently opened ARQ store; before the hour was up, the men, the truck, and half the shop's inventory of furniture had sped away into the South Florida sunset.

Though passers-by might have suspected a heist, the store's owners, Laurinda Spear and Bernardo Fort-Brescia, were delighted. True, they hadn't made a sale, but the upcoming episode of *Miami Vice* for which the furniture was being borrowed guaranteed the kind of exposure that neophyte shopkeepers long for—especially if their stock in trade is as flamboyantly unorthodox as ARQ's, and the television series in question is as seductively influential (in terms of transmitting "taste") as *Miami Vice*. Not that Fort-Brescia and Spear need a vote of esthetic confidence from NBC's prime-time hit to feel optimistic about their first foray into retailing. The founding principals of Arquitectonica International, the firm responsible for putting Miami on the contemporary architectural map, have spawned an enthusiastic local following of "hard-core Arquitectonica groupies," according to Fort-Brescia, "who maybe can't afford to buy an apartment in one of our buildings, but can afford to buy one of our plates."

Capitalizing on their local celebrity, however, was not the sole impetus for opening ARQ, clarifies Spear. The store was born out of the partners' recent pursuit of interior design work (both as independent commissions and as part of larger building commissions), and their growing frustration with available product lines and slow delivery times. After custom-designing furniture, fabrics, and wallpaper for a bank in Lima, a law office in Miami, and a house in Chicago, Spear and Fort-Brescia—who admit to being "horribly impulsive people"—decided to go public with their quickly expanding portfolio of products; to open a store that would be a showcase for the firm's wares, as well as for the wares of other "avant-garde" architects, designers, and artisans, who merit the Arquitectonica seal of stylistic approval. With their characteristic mixture of naïveté and bravado, the entrepreneurial husband-and-wife team acquired a 1,600-square-foot slot of space between a stationery store and a Scientology outpost just off what passes for a pedestrian thoroughfare in Miami. Undeterred by the space's bowling-alley proportions, and limiting their renovation budget to a meager $20,000, the partners devised a sprightly pattern for the walls, and a series of movable partitions cum display cases for spatial control and flexibility (photos facing page). The irregular—sometimes solid, sometimes void—parallelograms zigging and zagging their way through the store stand perpendicular to the walls, which not only creates the requisite "model rooms" for furniture arrangements against a backdrop of small-scale objects, but creates an oblique circulation path (axonometric left). If customers must weave tortuously through ARQ, the benefit is that the extraordinarily rich contents can be more easily digested in vignette-size bites. Though the plan is as quirky as adroit, and though the sponged walls are not without their winsome charm, ARQ's vitality stems not so much from its interior design as from its brazenly eclectic merchandise. Which, despite what Spear and Fort-Brescia claim about "not knowing the first thing about retailing," is the cardinal rule. Beginner's luck? Maybe. C.K.G.
"Miami is not a stodgy city," reports Bernard Fort-Brescia, by way of explaining ARQ Products' conspicuous commitment to the cutting edge of contemporary design. At present, the radical chic offerings of Memphis constitute the store's primary bill-of-fare (photos above and previous page), but the shop also serves as a gallery for lesser-known artisans and craftpeople whose rugs, clocks, jewelry, and housewares are the subjects of invitation-only, monthly fetes. Architectonica is currently planning to launch its own extensive furniture and fabric collection this summer, along with a women's clothing line designed by partner Spear, which will complement her and sister Alison's necktie collection (photo facing page): "I hate to shop," confesses Spear; "so at least this way I can get a summer wardrobe."
ARQ Products
Coral Gables, Florida
Owner:
Giralda Building Partnership
Architects:
Arquitectonica International Corporation—Bernardo Fort-Brescia and Laurinda Spear, principals and project designers; Carl H. Young III, project manager
Engineers:
Martin Cagley & Riva (structural)

Fraga Engineers (mechanical/electrical/plumbing)

General contractor:
Dillon Group, Aragon/Acosta

Architectural Record April 1986
Finesse in the fast lane

Though long johns, Levi’s, and a fiber-filled parka will do the trick, habitués of St. Moritz and Sun Valley tend to frown on such proletarian garb. Preferred is an haute couture ensemble from the venerable Munich-based ski and sportswear emporium Bogner, where suiting up for the slopes will set you back... oh, say an even $1,000 for a Barbarella-style jumpsuit, or double that amount for a hand-painted graffiti-print model purportedly “inspired” by New York City break-dancers.

Marketing Bogner’s exotically designed (and priced) ski and après wear, of course, is not a job for “Al’s Sporting Goods” down on the corner of Main and Maple. It requires the proper ambiance, tailored to its clientele. Considering the company’s unabashed elitism and de rigueur bill of fare, San Francisco architect Mark Mack was not the obvious choice to serve as esthetic director for Bogner’s West Coast debut. The Austrian emigrant may speak the same language as his client, but when it comes to questions of style (not so much personal as professional), Mack is conspicuously more hair-shirt than silk. The almost ascetic austerity that has characterized much of the 37-year-old architect’s work to date, however, is conspicuously absent here at the high-rent intersection of Sutter and Stockton streets (photo below).

Only a few lonely concrete blocks vestigially recall Mack’s earlier investigations into “Primitivism,” which, at their most radical, were decidedly more polemical than hospitable. (His concrete block furniture was especially hard to take.) But Mack’s commitment to an architecture simple in plan and straightforward in form, to the “honest” expression of structure and construction, and to the inherent “integrity” of “real” materials, has not been abandoned for his fast-lane client. Laugier’s “Primitive Hut” is still the archetype, but Mack has admittedly dressed it up a bit for town. “The whole point is to sell something,” wisely acknowledges the architect, who, toward that end, was amenable to adding “a little pizzazz” to his repertoire. The client’s $350,000 budget assisted with a more luxurious material palette than the concrete block and corrugated metal that are Mack’s mainstays; but the obvious rigor with which he assembled the bronze, travertine, granite, and teak components of his facade snares it from the jaws of commercial glitz. Taut order also distinguishes the store’s plan. Mack neatly bisected the 1,800-square-foot space with a barrel-vaulted “street” lined with clearly delineated display bays (plan left), which he then outfitted with ash cabinetry. The sunshine-yellow stain specified for highlighting the store’s “structural” elements and Tinkertoys-like complement of furniture and fixtures adds a touch of uncharacteristic insouciance to the interior, while reminding us that though Mack may have taken Primitivism to town, he hasn’t become just another city slicker.

C.K.G.
Though the dimensions of Bogner’s San Francisco outpost are tunnel-like 20-by-90-feet, the shop boasts 12-foot ceilings which architect Mack exploited by vertically dividing the store into two discrete zones: upper-level cabinets are for storage and “lifestyle” advertisements; lower-level casework is for display (section top and photo facing page). The barrel-vaulted circulation “arcade” assists in the roof-raising cause (photo above right), and its five pairs of slightly too-cute bowed trusses not only supply support for the oak canopy but help modulate the lengthy spine (photo facing page). The trusses are situated precisely above cross-axial display cases (photo top right) that create boutiques within the boutique. The store’s no-assembly-required style fixtures and furniture (photo above) are both visual and functional delights.

Bogner
San Francisco, California
Owner:
Bogner of America
Architects:
MACK, Architects—Mark Mack, design; Susan Scovell, project architect; Shawn R. Weston, technical assistant; Russell N. Thomson, presentation drawings
Engineer:
SJ Engineers (mechanical)
Consultant:
Durney Brothers (cabinetry and furniture)
General contractor:
Ryan Associates
Schlumberger is entered through its winter garden, a vantage point from which the layout of the entire complex is easily understood (top left photo and plan). Housing the library and cafeteria, it is separated from the noisy test station by a braced wall of laminated, acoustically sealed glass (bottom left photo). Its uninsulated space is heated by fan convectors, radiated warmth from the adjacent labs and offices, and sunlight from the roof. All the interiors are illuminated primarily by daylight, filtered through the membrane, glazed girders, trusses and window walls of the central spaces, and glass doors of the research offices (photo facing page). Translucent by day, the self-cleaning, non-yellowing, and fire-resistant Teflon-coated fabric of the membrane becomes luminous by night (photo facing page).

Schlumberger Cambridge Research Center
Cambridge, England

Architects: Michael Hopkins and Partners—Michael Hopkins (design principal); John Pringle (project architect); Robin Snell, Chris Williamson, Nic Bewick, John Eger (project team)

Engineers: Anthony Hunt Associates (structural); Ove Arup and Partners (membrane and cables); YRM Engineers (building services)

Consultants: Tim Smith Acoustics; White & Turner (quantity surveyor)

General contractor: Bovis Construction Ltd.

1. Reception  
2. Library  
3. Cafeteria  
4. Test station  
5. Pressure pump/drilling pits  
6. Scientists' offices  
7. Laboratories  
8. Discussion areas  
9. Conference room  
10. Management/administration  
11. Computer rooms  
12. Kitchen
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A36499
IMPORTANT WARNING
FOR USERS OF
SYLVANIA METALARC®, SUPER METALARC, AND SWINGLINE LAMPS

All Sylvania Metalarc, Super Metalarc, and Swingline lamps are subject to a type of failure in which the arc tube, operating at a pressure of approximately 50 psi, bursts and shatters the outer jacket. If the outer jacket shatters, the hot quartz arc tube particles (as high as 1832°F, 1000°C) and the outer jacket glass particles will be discharged against the fixture's enclosure or into the environment if the fixture is open. In the event of such failure, THERE IS A RISK OF PERSONAL INJURY AND PROPERTY DAMAGE FROM HOT QUARTZ ARC TUBE PARTICLES, SHATTERED GLASS, BURNS AND FIRE, unless the precautions recommended below are taken.

This warning applies to all Sylvania metal halide lamps with the letters "M", "MS", "MM", or "MST", regardless of operating position (horizontal or vertical), wattage (100, 175, 250, 400, 750, 1000 or 1500), or date of manufacture.

A bi-metal switch defect in some Sylvania Super Metalarc and Swingline lamps manufactured during 1984 and through June of 1985 increases the risk explained above that the arc tube may burst and shatter the outer jacket. To determine if your Super Metalarc or Swingline lamps have this increased risk, CONTACT GTE SYLVANIA IMMEDIATELY at the number listed below, and have the model number from the top of the lamp and the date code from the lamp base ready to give to GTE.

RECOMMENDED PRECAUTIONS TO REDUCE RISK OF DANGER

1. For open fixtures containing 400 Watt vertically positioned Metalarc or Super Metalarc lamps, the fixture must be enclosed or, in the alternative, replacement lamps designated MSA 400 are available. The MSA 400 lamp may only be used in vertical fixtures where the outer jacket temperature does not exceed 285 °C (545 °F). Contact GTE Sylvania for further information.

2. All other open fixtures must be enclosed: This requirement for enclosing open fixtures applies to all fixtures containing Sylvania Metalarc, Super Metalarc and Swingline lamps except for the Sylvania MSA 400.

3. Enclosures must be made of suitable materials: Enclosures containing Sylvania Metalarc lamps must be capable of withstanding the discharge of hot quartz arc tube particles, described above. GTE has identified only tempered glass as a suitable lens or diffuser material, but end users should contact their fixture manufacturer to determine if other suitable enclosures are available.

4. It has come to GTE's attention that enclosures which comply with U.L. Standard 1572 (December 10, 1984) may not withstand an arc tube rupture. The risk of fire and injury to persons or property may be present even though the enclosures have U.L. labels.

5. GTE continues to recommend that all metal halide lamps be cycled (turned on and off weekly) and group relamped at the end of the rated life. Until your fixtures are enclosed, the lamps should be turned off when the area is not occupied. However, these procedures are not a substitute for the precautions in paragraphs 1, 2 and 3.

6. If you have an open fixture or if you do not know whether the enclosures in your fixtures can safely withstand an arc tube rupture, CONTACT YOUR FIXTURE MANUFACTURER IMMEDIATELY for assistance.

IF YOU HAVE ANY QUESTIONS REGARDING THE ABOVE, CALL GTE SYLVANIA AT THIS TOLL-FREE NUMBER: 1-800-445-1160 (Massachusetts) or 1-800-292-7904 (remainder of continental U.S., Alaska, Hawaii, Puerto Rico).

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For June Trade Shows

CIG CREATES "CROSSROADS" MULTI-BOOTH; PROVIDES HUB FOR DESIGN/CONSTRUCTION/MANUFACTURING FIRMS TO VIEW SPECTRUM OF INDUSTRY SERVICES AT ONE SPOT.

CIG will launch its new multi-booth hub this June at three major industry meets. When applicable, all 10 CIG units will participate.

"HUB" Concept: Provide one-stop "crossroads" where attendees can get overviews of latest developments in CIG's spectrum of disciplines. Display set up as "wheel" with "spokes" devoted to individual units. Central area designed as "hub" for mingling of disciplines and attendees.

Among planned CIG multi-booth highlights:
- Preview demo of Electronic Sweet's Files
- Demo of Dodge MicroSystems Design Estimator
- Demo of ENR ON-LINE (24-hr. electronic new business leads)
- Backgrounding sessions with both editorial and advertising experts from category leaders in construction magazines and newsletters
- One-on-one explanations of latest forecasting techniques via Dodge/DRI computerized data base

Besides exposure to all CIG resources, "hub" seen as major meeting area for attendees and exhibitors. CIG personnel are familiar with most major players, are eager to arrange introductions.


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BLDG. PRODUCT MANUFACTURERS EXPRESS NEED FOR BETTER "USE FACTOR" INFO; DODGE/DRI PLANS MULTI-CLIENT STUDY OF UP TO 10,000 PROJECTS PER YEAR.

So far, 25 major manufacturers have indicated interest in sponsoring a unique multi-client study to produce statistically reliable data on building product coefficients, or "usage factors". Basically, this Use Factor Study is designed to relate sq. footage or dollar value of construction projects to quantities of specific building materials for a given structure type and geographic region.

On-going reliable data would provide a firm basis for forecasting, production planning, sales planning, new product development. Similar individual company studies usually prove too expensive.

Dodge/DRI study will spread the cost among participants. Methodology is unprecedented: Up to 10,000 sample projects will be randomly selected from universe of Dodge Construction Starts, largest data base of its type; sample will be cross-referenced with Dodge/SCAN blueprint inventory of actual jobs for detailed takeoffs.

1986 Use Factor Study research start-up planned for May 1. For information, or a sample of product detail format, call Business Development Managers Glenn Richards, at 613-721-6262, or Bernard Paque, at 617-860-6588.

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At I.M. Pei's new Javits Center
OVER 250 COMPANIES WILL EXHIBIT AT "ELECTRIC '86" SHOW JUNE 17-19;
ATTENDANCE BONUS: BEHIND-THE-SCENES TOURS OF UNIQUE ELECTRICAL SYSTEMS.

Exhibitor list is Who's Who in every facet of electrical products. Twenty-three seminars organized by Joe McPartland, EC&M editorial director, will cover everything from proposed changes in '87 NECode, to computer use for electrical design, to selecting modern lighting equipment.

Of interest even to architects and engineers not generally concerned with electrical: guided tours of the unique electrical system, showing how equipment for massive and sophisticated power needs was incorporated into I.M. Pei's 1.8-million-sq. ft. masterpiece.

Because some 10,000 attendees are expected, tours of the electrical system will be given on a first-come, first-served basis. Tour passes will be available at a special booth at the show. Pre-show tour reservations can be made through John Behmke, Publisher of EC&M and Electrical Wholesaling, sponsors of "Electric '86" with support of Eastern Electrical Wholesalers Assn. Call John's assistant, Joanne Wheatley, at (212) 512-3082.

Closing for ads in EC&M bonus circulation show issue is April 15.

Cont'd...
SWEET’S ADDS “SELECTION DATA” TO ENGINEERING FILES AT NO EXTRA COST; NEW VOLUME OF OBJECTIVE GENERIC INFO TIED TO MANUFACTURER CATALOGS IN SWEET’S.

800-page volume provides unbiased generic data so construction designers can approach manufacturers’ product literature with confidence in judgment. “Selection Data” was developed in conjunction with AIA, other associations. Was previously available as a separate purchase or with Sweet’s General Building File.

Used even before searching for specific brands and specs in Sweet’s Catalogs. Evaluation charts, selection check lists are cross-referenced to guide user to appropriate manufacturer catalogs in Sweet’s. 1986 “Selection Data” will be in use in over 29,000 design offices. Cross-reference listings provide free bonus to manufacturers in Sweet’s.

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DODGE INTRODUCES “BID ANALYSIS”, REVOLUTIONARY NEW SOFTWARE PROGRAM FOR CONTRACTORS.

Despite increasing interest in computer technology, contractors have had well-founded doubts about many software programs. To help eliminate confusion and speed up superior software development, F.W. Dodge has set up a software marketing unit.

After 4 years of intensive exploration to identify the best analytical tool for general contractors, Dodge is introducing Bid Analysis, a revolutionary software program that enables contractors to tabulate, analyze, and evaluate subcontractors’ proposals with incredible speed and accuracy.

At Dodge’s recent introductory demonstration for 186 Dallas-area contractors, doubters started to be believers. Some ordered Bid Analysis immediately after the demonstration, most said that demo was “impressive” and wanted to “think it over” and “discuss with our estimators.”

Developed by Timberline Systems, Inc., Bid Analysis calculates total bid with extreme accuracy and provides for analysis of all phases of subcontractor bids plus such factors as general contractor’s own crew and equipment and add-ons such as bond, insurance, overhead and profit. Most important, speed of program lets contractors accurately analyze multiple last-minute changes even on Bid Day. Early users say Bid Analysis has paid for itself on just one job that they bid on—and won.

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SOME GOOD PEOPLE TO MEET

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—General Managers: Frank Benz, Cost Information Systems; Wes Fraser, F.W. Dodge; Perry Sells, Sweet’s.


—Editors: Art Fox, ENR; Natalie Gerardi, Building Economics; George Ganzenmuller, Joe McPartland, W.J. Novak, EC&M, Electrical Wholesaling; Mildred Schmertz, Architectural Record.

Other Specialists: Don Clayt0n, Dodge VP-Mktg., who’s in charge of Dodge Software; Tom Kayet, Dodge/DBI Director of CIG’s computerized data base; Harry Mileaf, expert in computer use in construction; Steve Moss, VP-Planning/Development. Plus Sweet’s staff architects to advise on your catalog content.

One regret: because of shipping problems, our crossroads booth won’t be at the CSI show June 20-22nd. But our people will definitely be there at individual booths.

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—Rick Jannott, Executive Vice President, CIG

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ARCHITECTURAL DESIGNERS

Marriott Corporation’s Planning & Design Architectural Group has available positions to support continued growth into the 1990’s. We currently offer excellent opportunities for experienced Project Designers to work on hotel projects of various sizes as well as our Lifecare Communities. Positions are located in Bethesda, MD.

Individuals will act as Head Designers on various project teams, and in addition, give direction to, and review the work of, outside architects and design consultants.

Candidates must have Architectural Degree and state license with 5-8 years practice after degree. Excellent design ability and experience related to hotels, residential or Lifecare projects is essential, as is flexibility to work simultaneously with many consultants and departments.

We offer an exciting opportunity, competitive salary and benefits. Send resume to: Marriott Corporation, Dept. 222-JO8, Marriott Drive, Washington, DC 20058. To be considered, Salary History must be included. If unable to send resume, call (800) 688-6707, Ext. 2220. Lines will be open 8 a.m. - 6 p.m. Eastern Time. Washington, DC residents call (301) 439-2220. Lines open 24 hours a day. All inquiries will be held confidential.

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ARCHITECTURAL DESIGNERS

Smith, Hinchman & Grylls Associates, Inc. is a progressive design oriented architectural / engineering / planning firm with a highly diversified practice. Due to a substantial increase in work load several unique opportunities exist for creative design professionals who have experience in the development of large projects and who have the ability to work both independently and as a member of a multi-disciplined design team.

Career opportunities are available for ARCHITECTURAL DESIGNERS who have 3-5 years of experience including programming, schematic design, design development and who possess strong conceptual skills; and for SR. ARCHITECTURAL DESIGNERS with a minimum of 7 years of experience whose portfolios reflect significant design accomplishments, who have had client contact and the opportunity to develop design leadership skills. Appropriate degree(s), registration and/or eligibility for registration required.

We offer excellent compensation and a comprehensive benefits package. Please respond with resume and detailed listing of project experiences. All responses will be handled on a confidential basis.

Corporate Personnel Office — AR

Smith, Hinchman & Grylls Associates, Inc.
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POSITIONS VACANT

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