FLORIDA'S HILLIARD T. SMITH, JR. FAIA
Candidate for Secretary of A

The Florida Region of The American Institute of Architects is proud to have one of its members nominated for National Secretary of the Institute. Hilliard T. Smith, Jr. FAIA, the current Regional Director, is most qualified to be nominated and elected by the national membership.

Hilliard, a small practitioner, is aware of the problems and needs facing the practitioner today. He has devoted his service to the Institute for a climate that will be of greater benefit to the profession in the days ahead.

The Florida Region, along with the other Regions who have nominated Hilliard, urge you to carefully consider his background and approach to the problems of today. We urge the AIA membership to elect Hilliard.

The Editor

FAAIA ACTIVITIES
Serving eleventh year as chairman of Lake Worth Contractors Examining Board; member for 17 years.
Chairman, Architectural Advisory Council of the Capitol Center Planning Committee, state of Florida.
Past President, Palm Beach Chapter, AIA.
Past President FAAIA.
Director FAAIA since 1962.
Originator of Craftsman Award program for FAAIA.
Received the Anthony L. Pullara Award from FAAIA in 1968 as outstanding member for year.

PHILOSOPHY
The social, political and economic pressures facing today's architect require him to be constantly alert to improve the efficiency of his practice so that he may better fulfill his desire and unique ability to plan and coordinate a more beautiful and useful man made environment.

To better serve the profession and public interest, the Institute must prudently plan its programs to promote a climate in government and society favorable to the architects' efforts and aid him to increase his knowledge and practice skills.

AIA ACTIVITIES
Elected AIA Fellow in 1970 for service to Institute and Public Service.
Member AIA Board of Directors 1969-72.
Chairman 1970 AIA New Membership Classifications Committee.
Member 1970 AIA Structure Committee.
Member 1970 and 1971 AIA Government Affairs Steering Committee.
Member AIA Office Practice Committee 1966-68.
Member AIA Labor Liaison Task Force 1971-72.
Member National Advisory Committee on Mason Productivity research project at University of Texas 1971-72.
THE FLORIDA ASSOCIATION OF THE AMERICAN INSTITUTE OF ARCHITECTS

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What on earth has electric power done for people who fly in the sky?

Easy. Electric power has helped make the place the people fly from (or to) nicer.

Added conveniences all through Tampa’s new Air Terminal Complex are all electric. From the coded direction signs that make traveling in the airport a little easier . . . to the “people mover” shuttle cars that add to the convenience of traveling . . . to the complex electronic equipment (convenience behind the scenes) . . . to preparing gourmet meals in a number of delightful restaurants . . . to the many elevators . . . the escalators . . . the lighting . . . the baggage conveyors (baggage is ready when you are) . . . intricate paging systems . . . closed circuit TV with handy flight information . . . and of course, the air conditioning (enough to cool 2200 homes) . . . and the innovative heat reclaim system, which conserves heat emitted by lighting as well as the people themselves, and uses the “reclaimed” heat throughout the terminal.

Power through planning. Planning that included a rigorous economic evaluation of operating, owning and maintenance expenses before the all-electric choice was made.

The same kind of economic evaluation any homeowner, businessman, architect, engineer or builder can make.

And come up with the same answer.
Last November the FAAIA Commission on Education, together with the Florida State Board of Architecture hosted the Southern Regional meeting of the National Council of Architectural Registration Boards, subject of the meeting was meaningful internship and a questionnaire prepared by Arnold Butt designed to disclose information on internship was presented, the questionnaire was given to all participants in the fall registration exams in the South, as well as being sent to their employers. This has been followed by a research study and the two will form the basis of a conference to be held in April addressing itself to problems of internship and educational implications as gleaned from the questionnaires. Results of the two questionnaires are presented herewith.

11. Do you have “in-house” capability in Engineering?
   41.0% Yes
   57.8% No

12. Do you have capability in Interior Design?
   63.3% Yes
   36.1% No

13. Do you have capability in Planning?
   74.6% Yes
   23.0% No

INFORMATION ABOUT EDUCATION AND EXPERIENCE

14. Many architectural schools have broadened their curricula to allow students to study subjects outside of architecture. Do you agree that this is desirable?
   88.0% Yes
   9.0% No

15. Are you ever in touch with an architectural school when seeking additional employees?
   75.3% Yes
   22.9% No

16. Have you found in the past two years that there have been enough qualified persons with architectural training available to serve the needs of your practice?
   50.0% Yes
   48.8% No

17. Do you ever employ architectural students for part-time or summer work?
   9.0% No
   51.8% Occasionally
   36.2% On a regular basis

18. If you hired a recent graduate who had worked 9 months (3 summers) in other architect offices, how long would you estimate it would take to “train” him to be productive in your office?
   9.6% 0-2 Months
   25.3% 3-5 Months
   27.7% 6-9 Months
   19.9% 10-12 Months
   13.9% More than 12 Months

19. Assuming two applicants for a position have the same amount of experience in architects offices, do you prefer a graduate of an architectural school?
   90.3% Yes
   5.4% No

CONTINUED
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Architect: Drake/Pattillo and Associates, Architects, Jacksonville (formerly Gordon, Drake and Pattillo)
20. Rate the graduates you have hired in the past few years in terms of their capabilities and understanding of Site Planning and Architectural Design.
   - 12.7% Excellent
   - 38.0% Good
   - 34.3% Fair
   - 4.8% Poor
   - 9.0% No Rating

21. Rate the graduates you have hired in the past few years in terms of their capabilities and understanding of Building Equipment and Construction.
   - 2.4% Excellent
   - 15.7% Good
   - 45.8% Fair
   - 23.5% Poor
   - 10.2% No Rating

22. Rate the graduates you have hired in the past few years in terms of their capabilities and understanding of Structural Design.
   - 1.2% Excellent
   - 23.5% Good
   - 47.6% Fair
   - 15.1% Poor
   - 10.2% No Rating

23. Rate the graduates you have hired in the past few years in terms of their capabilities and understanding of Drafting and Delineation.
   - 10.2% Excellent
   - 38.0% Good
   - 32.6% Fair
   - 9.0% Poor
   - 7.8% No Rating

24. Rate the graduates you have hired in the past few years in terms of their capabilities and understanding of Specifications and Contract Documents.
   - 1.8% Excellent
   - 6.6% Good
   - 33.2% Fair
   - 47.6% Poor
   - 9.6% No Rating

25. Rate the graduates you have hired in the past few years in terms of their capabilities and understanding of Computer Technology.
   - 1.8% Excellent
   - 6.0% Good
   - 13.3% Fair
   - 24.2% Poor
   - 51.8% No Rating

26. Rate the graduates you have hired in the past few years in terms of their capabilities at meeting and getting along with people, including clients.
   - 12.7% Excellent
   - 60.2% Good
   - 16.3% Fair
   - 1.8% Poor
   - 5.4% No Rating

27. If you hire a new graduate, do you allow for a “break-in” period to discover his capabilities?
   - 91.1% Yes
   - 6.6% No

28. Do you make any effort in your organization to expose new employees to a variety of job duties and responsibilities?
   - 96.4% Yes
   - 1.8% No

29. Do you have an organized program of education and/or training for new employees in your firm?
   - 18.1% Yes
   - 78.3% No

30. Have you fired a graduate in the past few years who was unable to perform satisfactorily after a reasonable trial period?
   - 39.8% Yes
   - 56.6% No

31. Rate the examinee(s) who recently took the registration examination and brought you this questionnaire in terms of overall performance. (This is anonymous.)
   - 38.6% Excellent
   - 42.8% Good
   - 10.8% Fair
   - 6.6% Poor
   - 6.6% No Rating

32. On the average, examinees who take the registration exam in the southern states have 3.5 years experience in architectural offices before taking the exam the first time. Do you believe this time could be shortened with a program of continuing education and training?
   - 44.6% Yes
   - 54.2% No

33. Would you be interested in participating in an organized program of training or internship in collaboration with an architectural school or a professional organization, for graduates?
   - 74.1% Yes
   - 22.9% No

34. Would you be interested in participating in a program of training or internship, in collaboration with an architectural school.
   - 73.5% Yes
   - 21.7% No

35. Are you familiar with the changes in examination and registration procedure which NCARB has proposed to be implemented next year?
   - 50.6% Yes
   - 47.0 No

36. If the answer to question 35 is yes, are you in agreement with the proposed changes?
   - 29.5% Yes
   - 21.7% No

37. In the last 2 years, what have you been paying employees who have just graduated?
   - 2.4% Less than $100/week
   - 26.5% $100 to 130/week
   - 45.2% $131 to 160/week
   - 17.5% $161 to 200/week
   - 1.8% More than $200/week

CONTINUED
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QUESTIONNAIRES, Continued

Results of the questionnaire given to Registration examinees in December, 1971: Returns: Alabama - 12; North Carolina - 24; Texas - 92; Arkansas - 7; South Carolina - 7; Florida - 169; Georgia - 99; Total - 410. (Note: Participants not answering account for the remaining percentage).

EDUCATION
1. Do you have a professional degree (Bachelor of Architecture or Master in Architecture) in Architecture?
   70.7% Yes
   27.3% No
2. If you have a professional degree, did you get it from a school in the same state where you are taking the registration examination?
   46.0% Yes
   33.2% No

PLACEMENT
3. Immediately upon graduation did you:
   63.7% Go to work in an architectural office
   11.5% Enter the armed forces, join the Peace Corps, join VISTA, etc.
   9.5% Go to work in a related field, i.e., planning office, construction firm
   3.4% Go to work in a governmental agency
   .7% Go to work for a development corporation
4. Were you assisted by placement service at your school in finding a position in which to work?
   6.6% Yes
   82.9% No
5. If you found your own position, did you:
   48.1% Seek and get a position where you wanted to work
   26.8% Select the best of several offers
   14.9% Take the first position available

EXPERIENCE
6. Did you gain your required experience for architectural registration in an architectural firm?
   88.0% Yes
   9.3% No
7. Size of firm(s) where you were first employed?
   42.9% 1 - 5 employees
   21.0% 6 - 15 employees
   31.7% 16 or more employees
8. Assuming it was legally possible, would you have preferred to get practical experience in:
   3.7% A governmental agency
   25.9% An urban or regional planning group
   8.3% A teaching position
   18.5% A development corporation
   35.3% A construction firm
9. How many months experience credited toward registration did you have before graduation?
   33.2% 0
   20.0% 6 months
   5.9% 9 months
   6.6% 12 months
   23.8% more than 12 months
10. How many months experience credited toward registration do you have at this time?
   .8% 12 months
   9.3% 13-24 months
   16.1% 25-36 months
   25.1% 37-48 months
   46.3% 49 months or more
11. Was there any form of organized educational program in the office where you gained your experience?
   12.4% Yes
   85.9% No
12. Do you think your experience could have been made more meaningful by an organized training program in the office?
   77.1% Yes
   21.1% No
13. Do you think a meaningful training program would result in significant financial cost to the firm?
   45.4% Yes
   51.5% No
14. Since graduation, how many different employers have you worked for?
   17.6% one
   27.1% two
   21.7% three
   11.2% four
   15.1% five or more
15. Do you believe experience helps to pass the Building Equipment part of the registration examination?
   71.7% Yes
   26.3% No
16. Do you believe experience helps to pass the Building Construction part of the registration examination?
   91.0% Yes
   6.6% No
17. Do you believe experience helps to pass the Structures part of the registration examination?
   40.5% Yes
   56.3% No
18. Do you believe experience helps to pass the Professional Administration part of the registration examination?
   77.6% Yes
   18.5% No
19. Do you believe experience helps to pass the Design part of the registration examination?
   62.9% Yes
   34.6% No
20. Do you believe experience helps to pass the Site Planning part of the registration examination?
   63.7% Yes
   33.2% No
21. Do you feel that you were sufficiently productive in your first position after graduation to justify a reasonable salary?
   75.1% Yes
   14.9% No
22. Approximately what was your salary in your first position after graduation?
   22.9% Less than $100/week
   32.9% $100 to $130/week
   20.3% $131 to $160/week
   12.9% $161 to $200/week
   3.7% More than $200/week

continued FA/14

AMERICA AT THE GROWING EDGE:
A STRATEGY FOR BUILDING A BETTER AMERICA

This report is about America at its growing edge. It outlines a set of policies that can enable this nation — as a responsible member of a threatened world of nations — to shape its growth and improve the quality of its community life.

The strategic objective of these policies is a national mosaic of community architecture designed to be in equilibrium with its natural setting and in sympathetic relationship with its using society.

In brief, the report urges:

A. That changes be made in a number of the “ground rules” (e.g., tax policy, governmental organization, etc.) which presently shape the development of American communities;

B. That the nation develop the capacity to build and rebuild at neighborhood scale (the “Growth Unit”) ensuring open occupancy, environmental integrity, and a full range of essential facilities and services;

C. That federal, state, and local governments — in partnership — set the pace and standards for growth policy through a special impact program affecting 60 of the nation’s urban regions and a third of the nation’s expected growth between 1970-2000.

Sharpening awareness of the flaws in the way we’ve grown accounts for the rising demand for a national growth policy. Our nation’s search for such a policy is a welcome sign of a maturing society, a more civilized and humane America. But just because so many seem to be asking for a national growth policy, doesn’t mean that they all want the same policy. And just toting up everybody’s unhappinesses about how we’ve grown — and maybe goofed — doesn’t necessarily add up to a policy that’s better or more consistent or more salable to the American public.

Not until these differences in need and life style are admitted and understood will we really be on our way toward more productive policies for national growth. These diversities are the facts of life that politicians — especially the President and the Congress — have to deal with if the nation is to have governing policy and not just years of fruitless debate.

In fact, it well may be that a diversified nation which values free choice above all may have to live with a national growth policy which is less coherent, which contains more inconsistencies than it resolves, which turns the power of conflicting forces into creative energy — and which succeeds because it strives toward unity but does not mutilate its freedoms in an all-out effort to achieve it.

We submit this report in that spirit. We are a single profession with our own creative diversities. We have spoken assertively, but only to enrich the national debate, not dominate it. We have tried to convert what we think are legitimate discontents into constructive ideas of how to make America better. And we have taken the risk of translating generalities (this is easy) into specifics (which is tough).
NATIONAL GROWTH STRATEGY AS AN INVITATION TO CREATIVITY

Community building of the sort we propose is a many-sided challenge.

A. A challenge to developers, planners, and architects to anticipate and give creative expression to the emerging life styles of a richly diversified American people. The trends clearly are moving in the direction of smaller families with working mothers. The trends seem also to be moving toward the requirements, certainly an expectation, of a rich array of critical services, such as day care, health, and continuing education. They also are pointing toward a greater degree of privacy and security. The art will be to put all these together into a working and livable community; the Growth Unit invites that art.

B. A challenge to those committed to the integrity of the environment; to produce increments of growth that are less hostile to man and nature, which continuously reduce the pollution of land, air, and water; and maintain open spaces and green belts for recreation and tranquility.

C. A challenge to all of us who must exact more and more resources which — at least relatively — are dwindling. Multiple purpose space and reusable resources will be the order of the day and will require all the inventiveness and ingenuity we can command.

D. A challenge to restructure the financing and delivery of critical services, especially health, education, and security in the face of escalating costs and consumer dissatisfaction. We believe strongly, for instance, that electronic information systems should be incorporated routinely as part of the community's infrastructure. There is also the prospect that imaginative use of cable television can reshape public education.

E. A challenge to each of the special skills, disciplines, and professions which historically have worked in isolation and are now being forced by the logic of complexity to meld their activities.

F. A challenge to develop new forms of joint enterprise, both within the private sector and between business and government.

G. A challenge to find new ways of resolving the dilemma of dividing trends, on the one hand, toward more distant government of greater resources and scope and, on the other, toward neighborhood control.

It is not easy to develop governing policy for a diverse nation in the full cry of its existence. It would be much easier to let the cup pass and continue to build the world's first throw-away civilization.

But if we are to achieve some coherence and not let freedom vanish into chaos, we have no alternative but to deal with all the tumbling forces and facts of the here and now, and then find levers that have the power not only to move but to win majority consent.

We have chosen the neighborhood Growth Unit as one such lever. It is within the grasp and values of every American. What we urge that the nation see and grasp it as part of a national strategy — to make of this country what it can and must be — a society confident and united enough to enjoy the richness of its diversity. Livability of that kind does not come by accident; even free choice requires design.

BUILDING AT NEIGHBORHOOD COMMUNITY SCALE: THE "GROWTH UNIT"

The Growth Unit is a concept — a general way of saying that America's growth and renewal should be designed and executed not as individual buildings and projects, but as human communities with the full range of physical facilities and human services that ensure an urban life of quality.

GROWTH UNIT

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RECOMMENDATIONS FROM THE CHARRETTE:

1. WATER BUDGET
We recommend that complete and comprehensive water resources inventory be made of the State to identify areas which must be preserved to support the total water requirements.

2. TRANSPORTATION
Given the influence which major transportation networks make upon urban growth and patterns, we recommend that all proposed transportation plans not be undertaken until an overall comprehensive analysis of the environmental impact is completed on a regional basis as it would relate to population distribution and damage to eco-systems. Specifically we call attention to the proposed I-75 down and across South Florida, I-95 into South Dade County, I-10 in North Florida and the proposed South Florida Regional Jetport.

3. REGIONAL PLANNING
That the overall impact of isolated planning efforts and lack of implementation power are recognized as the recurring cause of most, if not all, of the identified areas of concern.

We recommend therefore regional planning agencies of interdisciplinary composition be established with direct and scheduled public participation. Further, that these agencies be a part of a total statewide network for planning; that this agency be charged with the responsibility of protecting the public health, safety and welfare; that these decisions be based upon social, economic, and environmental constraints.

4. MIAMI – PALM BEACH URBAN CORRIDOR
We recommend that the existing southeast coast urban corridor be declared "an area of critical concern." The results of unlimited, and basically unplanned growth has created an urban environment of degrading quality. All of the isls of many existing older cities are already manifest in this somewhat young city.

We recommend that concern at State and local levels be declared regarding further development in this area for the express purpose of developing an adequate planning and decision making process and updating building performance standards, and for readressing an areawide capital improvement plan.

5. THE KEYS, AND UNDEVELOPED AREAS ADJACENT TO THE EXISTING MIAMI URBAN CORRIDOR
We recommend a moratorium be declared on areas of new and potential growth where it is demonstrated that their realization will have significant impact upon vital ecological resources and systems basic to that future population's very existence. These areas are specifically the entire Keys region including the offshore reefs and the undeveloped areas between the urban corridor and the conservation areas.

In the Keys, destruction of upland and coastal vegetation and natural drainage patterns is causing siltation and turbidity detrimental to fish and wildlife. Unlimited growth policy is taxing a limited water supply. Sewage treatment is almost entirely septic tank which affects coastal water. Visual amenities unique to this region are being destroyed with commercial strip development and elimination of upland and coastal vegetation. We have been given to understand that, at the present rate of development of the Keys, death is imminent.

6. GENERAL RECOMMENDATION
We recommend that the Green Swamp area and its surrounds be recognized for its aquifer recharge capability and for its vital influence as the artesian source of the river systems of Central and South Florida, and that this area be considered as vital to the quality and quantity of the potable water supply of the Central Florida aquifer system.

It is recommended that preservation status be considered for major portions of this area with temporary restraint of drainage projects.

It is further recommended that ground water and aquifer dynamic flow rate data be obtained to complete a hydrologic model study, and that this planning be incorporated in the regional plans of the Withlacoochee, Oklawaha, Peace and Kissimime/Okeechobee/Everglades River Basins.

7. COASTLINE Including Sand Beaches, Salt Marsh, and Mangrove Forests.
We recommend a limit on site habitat destruction by a moratorium on dredge and fill operations of the coastline of the State.

We further recommend that steps be taken by State government to restrict upland impairment of water quality; it is also recommended to designate and assign preserve and management areas.

8. INDIVIDUAL RECOMMENDATION OF SOUTH FLORIDA TEAM
We recommend that the Biscayne Aquifer be given the status and protection equal to those guidelines and laws protecting open water reservoirs.
QUESTIONNAIRES, Continued

23. What is your approximate salary at present?
   - 1.9% Less than $150/week
   - 28.5% $151 to $200/week
   - 36.3% $201 to $250/week
   - 16.3% $251 to $300/week
   - 12.9% More than $300/week

24. After registration, do you plan to open your own office?
   - 32.4% Yes
   - 63.6% No

25. After registration, do you plan to work in an architect's office?
   - 73.7% Yes
   - 22.4% No

26. After registration, do you plan on becoming a principal in the firm where you are presently working?
   - 31.7% Yes
   - 65.4% No

27. After registration, do you plan on working for a development corporation?
   - 9.3% Yes
   - 87.6% No

28. After registration, do you plan on working for a governmental agency?
   - 9.3% Yes
   - 88.8% No

29. After registration, do you plan on working for an urban or regional planning group?
   - 8.3% Yes
   - 87.8% No

PERSONAL DATA

30. Your age is between
   - 9.3% 20-25
   - 45.2% 26-30
   - 19.8% 31-33
   - 11.7% 36-40
   - 11.8% 41 or over

31. You are:
   - 94.9% Male
   - 3.7% Female

32. Are you married?
   - 82.0% Yes
   - 16.3% No

33. If married, is your spouse employed?
   - 36.3% Yes
   - 47.8% No

34. How many children do you have?
   - 33.2% 0
   - 22.4% 1
   - 23.2% 2
   - 7.8% 3
   - 5.6% 4 or more

35. Are you a citizen of the United States?
   - 91.7% Yes
   - 8.3% No

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SNOWDEN™ LIGHTWEIGHT AGGREGATE—another new product from Hercules Incorporated.
During the past 20 years, The American Institute of Architects, independently and with others, has sponsored studies which isolate trends and predict the future of the profession of architecture. Although these studies cover a variety of subjects, they all have a common theme:

(1) Environmental problems will become more complex and larger in scope, and they will not be parcelled out in neat, precise programs for solution by disciplines of well-defined limits and skills.

(2) Society will look to teams of specialists for defining problems, designing the solutions, and effectuating the construction for all aspects of the physical environment, from the smallest component to complex, large-scale regional projects. More and more criteria for decision shall be significant role, provided:

(a) The architect learns to participate effectively in the process by which technological, social, economic and political interests shape the physical environment and influence the creative process; and

(b) He recognizes the wide range of abilities, disciplines, and professions needed in the creative process and finds a way to work harmoniously with them in a meaningful joint effort to improve the environment.

(3) For many of these teams, the architect will play a significant role, provided:

The failure of our urban expressways alerted the citizens and made them keenly aware that many public works, large in scale and comprehensive in their effect on the environment, are being designed by inexpert talent without benefit of the wide variety of disciplines needed to properly develop and evaluate alternatives. Hardly a day passes that some citizens, somewhere, are reported in our newspapers as being unhappy with proposed projects affecting their communities.

The process by which the man-made environment is created is already interdisciplinary. Consultants, collaborators, and specialists are now essential and routine, and the number of contributing disciplines will grow. Whether all of the disciplines will combine into single interdisciplinary firms, or whether the number of separate, individual specialists' organizations will increase, cannot be determined with any certainty now. Nor can we know now, whether society will see the collaborative or interdisciplinary design process as synonymous with the profession of architecture. This will depend upon how readily architect-led firms enlarge their organizations to include several disciplines and/or how well the multidisciplinary firms or architect-led collaborations perform.

When discussing the architect's role, a distinction must be made of the areas of competence of the individual architect and of the profession of architecture. The individual architect will not be an "interdisciplinary". (My word for a dilettante with superficial and rudimentary understanding of many disciplines.) The architect for the emerging society will continue to be a master of the range of subdisciplines of his own profession: qualified to define the aspirations and needs of people and, through a value system, to make personalized value judgments beneficial to the community, and to attain, in depth, knowledge and skills needed for a single role.

Obviously the practice of architecture as something personal between individual architects serving an individual client and following a monolithic pattern of service is becoming less and less. Practice is changing rapidly and diversely. The challenge posed is to understand, to anticipate and to use change as an opportunity to further individual professional skills and effectiveness and to broaden professional values and judgments. The small office practitioner, who can adapt and lead, will find expanding horizons for the exercise of his skills. The opportunities in a multidisciplinary team are limitless. By learning how multidisciplinary design teams are working on large scale public works, the architect can prepare himself for the exploitation of the emerging multidisciplinary opportunities. It is for this purpose that this paper is written.

No office, large or small, should be without a report of the future of the profession prepared by AIA in 1969. It is by McCue, Ewald and Midwest Research Institute, author and investigator, entitled "Creating the Human Environment", University of Illinois Press, Urbana, $15. It is the first report of the Committee of the Future of the Profession findings concerning the future of society as a whole and the building industry in particular. Its findings are the basis for understanding the growing need for interdisciplinary cooperation in the develop-design-construct process for the emerging society.
In A Multidisciplinary Design Team

The Decision-Making Team members were representatives of every agency having reviewing authority: the planning department, the health department, the building and zoning department, the mayor, the city council, etc. The representatives were authorized to make decisions for their agencies as the work with the other teams progressed up the ladder of decisions.

The Design Team included, not only the usual design disciplines, but also economists, behavioral scientists, historians, geographers and others. It was multidisciplinary only in composition, for it acted as a unit in isolating problems and developing alternatives for solutions to the problems with the active participation of the other parts of the consortium.

The decisions made by the consortium were the precepts which controlled the detailed, technical design of the project. The evolution of the design team concept led to a highly sophisticated process for developing and evaluating design alternatives, but such sophistication was beneficial because it created projects having consideration for the overall policies of urbanization, preserving rather than destroying the best of existing values, and meeting the aspirations people have for themselves and their community.

In the real world, the consortium is a design concept team which functions under a team leader selected by the consortium (usually a person high in the firm actually under contract to perform the work, but not necessarily). The leader is usually selected because he is obviously a leader (not because he is an expert) and is trusted by all team members to break deadlocked decisions wisely and courageously (the only time the leader votes).

The collecting of information and synthesizing are done by task forces, consisting of the best members of the consortium for the tasks assigned to the task force by the design team as a committee. For example: a task force for traffic problems might consist of a city traffic engineer, a transportation analyst, a planner and landscape architect who will investigate and recommend alternatives for solving traffic problems to the consortium. Periodically, the task forces submit material to the consortium for evaluation and decision.

An individual member of the consortium might be assigned to only one, none, or many task forces, but as a member of the consortium, he participates in making all evaluations and decisions for the consortium. By this process is obtained the broadest input of professional judgment, based on an assimilation of relevant information selected from all available resources, responsive to user and client requirements, and sensitive to community interests. The process is applicable to any large-scale project.

Of course, the process provides feedback. Planning for one portion of the project may be in the synthesis stage while another portion is still in the investigation stage, and for yet another portion, the decision by the consortium might have already been made. Synthesis can be interrupted for further investigation; evaluation might suggest other alternatives requiring further synthesis or additional investigation. At any point in the process, details of the problem can be invoked for solution.

Once design concepts are formulated and decisions made, specific assignments are made to individual members of the design team of professionals for implementation. These assignments are executed by the assigned professional, utilizing his professional and technical staffs, the advice and counsel of the other professional members of the design team, and other professional and technical consultants as needed.

General use of the triparte consortium is making headway in public works, hardly any with private clients, although some universities are experimenting with the process for campus development in urban areas. To achieve general acceptance, some radical changes will be required in governmental bureaucracies that administer programs and in the institutionalized design professions serving the bureaucracies as employees and consultants. While changes for the successful exploitation of the design team concept are being encouraged by many farsighted public administrators, existing ordinances, policies, and an over-simplified approach to design are still obstacles to beneficial public and large-scale works. This in itself suggests a role for the architect.
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Below, the Florida State Museum, University of Florida, again combines function and beauty as the "umbrella" concept of the building makes the roof as important as the walls, gives strong, clean lines, and affords protection from the intense sunshine of Florida. Construction was much simplified by precasting.

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Cover Story

SCULPTOR: ALBERT VRANA
ARCHITECTS: GREENLEAF AND TELESCA
PHOTOS: SHIRLEY BUSCH

Photographs of various segments of a model for an 80 foot three dimensional sculpture — titled "Las Cuatro Razas" — done in bronze and concrete. The completed sculpture (see photo) will be mounted over the main entrance of the multi-purpose building at Florida International University, Miami.

The sculpture consists of thirty one pieces, abstract figures, constructed of architectural bronze sheet, hammered and brazed for texture and form. They stand off the wall to the extent of five feet. These figurative forms weigh from twenty five pounds to as much as four hundred pounds and range in size from 2 x 3 feet to 16 x 5 feet. They are fastened to a background, of ferro-cement sheets in an area 103 feet x 30 feet between two stair towers. Large sheets of Dyplast foam were sprung into desired shapes of curved geometric forms. Upon these forms were fastened many layers of wire mesh (the skeleton of ferro cement) before cement or concrete was applied. The ferro cement shell is attached to the wall and the bronze to it.

"Vrana is unceasing in his investigation of space-mass relations. He is interested in new materials . . . he has even pioneered the use of new ones in the southeast . . . but for him their intrinsic qualities are never an end, but a means. Each of his small sculptures is a discovery of some aspect of the relation of space and mass and together they are preludes to his monumental sculpture . . . his major achievement: the fusion of sculpture and architecture in a manner rarely accomplished since the Baroque era."

Kenneth Donahue, Director
Los Angeles County Museum of Art
CATALYST: THE FIRST YEAR

CATALYST, St. Petersburg, is the community involvement of a group of architects, architectural graduates, an attorney, a graphic designer and is open to other persons of various disciplines having a concern for their community and desiring to take action to improve it. It is a prototype for the Tampa Bay region and hopefully for other areas around the State. First year involvement includes:

- **DOWNTOWN ST. PETERSBURG**
  Largest, longest and most comprehensive of CATALYST projects, started with a three part slide series on downtowns in general and on St. Petersburg in particular. Over 30 speeches and presentations have been made on the need for a revitalized urban core and a time and cost study for a design project has been prepared.

- **JORDAN PARK COMMUNITY CENTER**
  The old Royal Theatre is presently useless and vacant. CATALYST is committed to provide architectural services required to turn it into a viable community center. Design development phase is complete.

- **BOOKER CREEK**
  A CATALYST study to stimulate public awareness of both beauty and blight, to suggest means of retaining the desirable and the beautiful and to prepare recommendations for alternatives to blight and ugliness. Phase one will be a study of what now exists and of proposed developments which will affect the stream. Hopefully public interest will be generated to the extent that the environment of Booker Creek can be saved and converted to a community asset.

- **VISUAL AIDS LIBRARY**
  CATALYST is communication and the most effective communication tool is visual. A visual survey of the Tampa Bay region environment has been prepared and is currently being refined for public presentation. The existing library of 500 slides is being expanded and categorized and it is planned that presentations be developed on each CATALYST project including a timed, prepared transcript to accompany color slides.

- **AIR QUALITY STANDARDS**
  CATALYST was asked by the Florida Gulf Coast Coalition for Clean Air to offer planning expertise for analysis of a project on the development of air quality standards. A CATALYST member served as chairman of the Technical Advisory Committee whose recommendations included organizing regional land use, developing urban transportation systems and providing more open space near urban centers. The committee also prepared a slide show on air pollution.

- **BLACK STUDIES CENTER**
  CATALYST is now preparing to work with community leaders to establish an "open school" to train minority individuals for the design professions. It will be a complex undertaking and conceptual direction is being established.

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