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The following pages are the exhibits for Herbert K. Gallagher's Fellowship nomination file. Only the title page/source have been scanned for the magazine articles and *Profiles of Significant Schools* booklet.

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See his membership file for the Fellowship nomination and supporting letters.

Five papers presented to the National Council of Architectural Registration Boards, 47th Annual Convention, Honolulu, Hawaii, July 1968

Introduction

The National Council of Architectural Registration Boards (NCARB) is the national registration organization representing fifty-four state and territorial architectural examination boards in the United States.

In recognition of the changes taking place in the profession in education and methods of practice, NCARB has undertaken studies of these changes and their effect on registration and certification. The areas of study were education, internship, examinations, certification and re-certification. These studies continue this year with the dialogue expanded to our sister organizations and others in the environmental design fields.

The responsibility for these studies was, and continues to be, under the direction of the Policies, Planning and Procedures Committee of NCARB. The Committee was composed of the present NCARB First Vice President and Chairman, Dean L. Gustavson, Architect and Planner, Salt Lake City, Utah; NCARB Director, Charles P. Graves, Architect and Dean of the School of Architecture, University of Kentucky; and NCARB Second Vice President, William J. Geddis, Architect and a Principal in The Architects Collaborative, Cambridge, Massachusetts. Past President George Schatz, FAIA, was President of NCARB during 1967-68, and it was under his general leadership these studies began.

The Speaker-Consultant Panel was composed of Gerald M. McCue, FAIA, Architect and Chairman of the Department of Architecture, University of California, Berkeley, California; Herbert K. Gallagher, AIA, Architect and a Principal in The Architects Collaborative, Cam-

bridge, Massachusetts; Phillip J. Daniel, AIA, Architect and Partner of Daniel, Mann, Johnson & Mendenhall, Los Angeles, California; and Samuel B. Zisman, AIA, AIP, Architect and Planning Consultant, San Antonio, Texas.

Four of the Papers were presented by the Speaker-Consultants, and the fifth Paper was presented by Mr. Gustavson. These papers were the basis for the action program adopted at the Convention.

Forward

The enclosed five papers were presented to the National Council of Architectural Registration Boards at their national convention held at Honolulu, Hawaii, July 1 and 2, 1968.

In response to considerable interest expressed by others, and in the desire to communicate the important ideas expressed in these papers, they are reproduced in this booklet for distribution to NCARB certificate holders and others in the profession of architecture.

HOWARD T. BLANCHARD
President NCARB

Paper presented by
Herbert K. Gallagher A.I.A.,
Principal and a director of
The Architects Collaborative.
Architects, Cambridge,
Massachusetts.

Your theme "Response to the Changing Profession" is not only timely; I think it is essential. It is certainly essential that the Profession responds to change, and essential also that we realize that this change is going to be a constant factor. Change will be with us in an increasing intensity. We are faced with rapid change in society and man's needs for his physical environment. We are faced with rapid change in how we participate in the creative process — the static triangle of the owner, the architect and the contractor has become a complex matrix involving many disciplines: the investor, the realtor, the developer, the construction manager, and government as well as the planner, the engineer, and the architect. In addition, we have change within our own Profession with many emerging new techniques such as simulation gaming, systems analysis: and, in the manner of Mr. McNamara, we are often asked to produce cost effectiveness studies of the buildings before designing, and along with that the developing, use of the computer as an effective tool.

Considering the effect of all this upon our four specific areas of concern, namely, education, internship, registration, and practice, it is necessary first to examine what is happening in practice and then to develop a registration and educational structure which prepares and permits the architect to assume a position of professional leadership and deal aggressively with this change. A static and inflexible plan will leave us with a dwindling role, as Government and the marketplace decide who will rebuild America.

We note a rapid increase in the number of times we read of the architect developer promoting, putting together the deal and even constructing. We hear further extension of this trend when well known architectural and engineering firms are bought out and absorbed by conglomerate corporations offering, as they say, total capacity for management coordination and legal responsibility. We note full page ads in **Fortune** magazine on package dealers who offer to take total responsibility for a project or handle any phase of it with speed and economy. Take note of the reassuring terms of speed and economy. In fine print it says the design, engineering, or architecture will be done by "personnel qualified under all applicable laws." My own editorial comment adds "wherever or whatever these laws may be now in effect or as yet unwritten."

Restrictive legislation will not prevent the filling of voids in the creative process by others. I am not concerned that this is happening for it has been with us quite a while, nor am I concerned so much about the finer points of ethics involved. I do worry, however, a little bit if America is going to be rebuilt under the sensitive hand of a conglomerate. I wish it were to be under the hand of professionals leading the way in concepts, research, and techniques. As a Profession we must assess how we can meet changing needs of society, and where we, as a profession, fit in the creative process.

The scale and scope of the reconstruction problem we face in America today is indeed staggering. We are called upon to serve often the multi-client, develop and coordinate super systems and all of the subsystems of complicated structures and develop new building forms, some of which we call the megastructure. While we are supposed to keep a handle on all of this we must attend to our traditional concerns — subtle-

ties of light and shade, texture, composition and scale. We must be concerned with entirely new environmental situations, under, through and above our buildings in addition to the space between them. Statistical measurements of the problem of rebuilding our cities are great but the complexity of actually solving the problem is even greater. I am convinced the architect, as he is and as he will be, has an important leadership role to play in this effort. It is obvious that there are not logistically enough pencil pushing, line drawing architects to come any where near doing all the projects in the coming decades that just might benefit from some of the innovative design ability that the architect has shown in the past. As implied by Jerry McCue, we must then concern ourselves with redefining the role of the architect so as to place his particular talents where they will do the most good in the creative process. We must develop faster, better and more economical building systems to rehouse the nation and rebuild our cities.

In order to lead we must retool with the new techniques available to us and as well reach across the self-imposed void of ethics and restrictive legislation to work with the construction industry and other players in the game. It is not that I think we will lose the leadership if we don't bridge this gap because I don't really think we are leading now. I am concerned that we must move quickly to employ these new techniques or lose the potential for leading the team. Phil Daniel will have more to say about these techniques. I am concerned, however, with the tendency to view some of these new techniques, in particular the systems analysis approach to

problem solving, as an end rather than as a means. No aggregation of disciplines, no computer program, no game simulation will solve the problem without men of vision and talent providing leadership and input. There is a certain magic or mystique development about the systems approach which is held out to the Government these days as a sure fire solution to otherwise unsolvable problems, and yet we see it being used in narrow scope, while missing the point of society as a total system. We note the aerospace industry and other fast forming groups moving in to handle not only problems analysis and program development and management, but also architectural site planning and urban planning. I see effective management being carried out and excellent information retrieval but very little in the way of problem solving. I am concerned with the sensitivity necessary to evaluate the limitations of our own techniques. I am concerned that we will be successful in developing a workable system but in our enthusiasm cover the nation with uniformity. I am concerned that we might develop a system for shelter and yet fail to find a replacement for the hearth.

There are those among us who say only the large office can offer the scope of service to solve the problems we face and that the smaller practitioner is on the way out. I cannot agree with this. It is obviously going to be rather hard for any young man to start out in the image of a DMJM or an SOM. There is, indeed, I think a problem for the smaller office to participate in projects of larger scope. However, the man at the drafting table with a roll of yellow paper and a black pencil will be unable to cope alone in solving these problems, nor will any single discipline be able to cope. I believe the multi-discipline or the team approach is mandatory.

There are several methods or approaches to architectural practice which I think may permit our profession greater flexibility in meeting this challenge. In a similar manner as the medical profession is offering group practice as a solution to comprehensive health care, smaller architectural practices may well consider a similar approach of association in order to provide more comprehensive service. Group practice would permit small firms within their normal overhead to afford some of the resources presently only available to larger firms. It might also seem that there would be a greater trend towards team practice within the umbrella of a larger firm, such as in my own firm. Corporate practice with this kind of team practice will permit much greater flexibility to include these other disciplines within the firm and to give them positions commensurate with their contribution.

If it is true that the multi-discipline or team approach is mandatory, our concern then must be whether or not the architect can lead this team. If our techniques are sloppy, if our performance is erratic, we will certainly be passed by in favor of others. If we are unable to communicate with the other disciplines we will hardly be in a position to lead. You may well ask — Why should the architect be the leader of the team? My colleagues on the platform challenged this at one of our meetings. I am sorry, and, in fact, a little impatient if it is necessary to convince my own profession of their

role. Through his traditional training the architect has been instilled with a concern for his environment and with better than average abilities to observe what he sees. For years through the medium of our journals we have been a voice crying in the midst of decay and blight and misuse of land, and usually unheard by the people and unheard by those in political office. For this we must take part of the blame; somewhere we have failed. I believe that part of our failure is that we have spoken too often to ourselves. Architects and planners over the years have led the fight for better zoning against highway blight, junk cars, the blitzkrieg of the bulldozer, and other ills. Suddenly, now that it hurts, our Government is concerned: — at least enough that I read where last year HUD is spending one-tenth of the amount on urban research that is being spent on agricultural research.

In most curriculums, the architect has been given an understanding of law, economics, sociology, and the humanities, at least a reasonable understanding of man's problems. What other profession has this broad base? What other contenders are there for the role of leadership? In addition, the architect's problem of design has always involved intangible criteria, and this is surely the make up of our nation's problems. They are not mathematical except in their statistical measurements.

It is not going to do us any good however, to build up a rationale for our role as leaders. We can only lead through action. Leadership is a state of mind, not a list of credentials. We can accept no other role.

Now, where does NCARB fit into all of this? I might at this time say that I am delighted with the energy and direction presently being shown by you and your Directors. I certainly hold a great hope for a positive course of action coming from here rather than from the professional societies. NCARB has done a tremendous job to date of solving the problem of multi-state practice. We still find the variety of legislation, governing or restricting corporate

practice, is without reason. It serves less as a restriction, but more as nuisance to professionals and does nothing to protect the common good.

A word about mobility. The architect has certainly become vastly more mobile in today's practice — moving far from his base both within our country and abroad, again filling a need caused by the similar mobility of the clients we serve and our Government's involvement with world problems. When I graduated, I had little thought that practice would take me in the space of one year literally from Timbuktu to San Francisco and from Florida to Michigan. As a former Canadian and former member of the R.A.I.C., I find it very frustrating that I am not permitted to practice or even consult in Canada, without resorting to ridiculous subterfuge. I refuse to do it — but somehow others manage. This is however a two-way street. I have noticed recent projects in both Connecticut and Massachusetts where Canadian architects were prevented from practicing by similar legislation. I hope that NCARB will continue to work towards international reciprocity.

I would like to now speak a little bit about the scope of the problem of examination and certification. It resolves itself into the basic questions —

Who are qualified? — When are they qualified? — and for what are they qualified?

After a lot of hard work, you have now, or will shortly achieve one examination for all of the states. It is, however, a specific examination for the ideal generalist. I am not sure this person exists. But I agree with much of what Jerry said. I am concerned that our out-of-date definition of the architect, and the corresponding examination to judge his competence, is on the one hand excluding much needed talent from the profession, and on the other hand does not provide any real measure of competence for many of the tasks that the profession is, or should be, tackling. We are faced with a wide divergence in scale between the urban complex and a ski lodge; between the medical center and the doctors clinic. The generalist can handle the latter with no problem; the former requires many skills and a team approach and often many years of experience, before an architect can competently lead the team.

How often does our education and examination system lose for us the talented designer who can sensitively handle the details of ski lodge but who cannot and does not even wish to handle the totality of a large complex? Shall we exclude him? How often does the system lose for us the person who has the understanding of a building in all its technical aspects, coordination of contract documents, building codes, etc., but who cannot pass the design exam? Shall we exclude him from the profession? In many cases, we are excluding the very talent we need to achieve our goals. You may have noticed that the talents I have mentioned are increasingly harder to hire or to find. Schools producing the

generalist designer with an ever broadening scope are not training them for technical depth as well. If the scope becomes any broader, the profession may run aground on the shallows.

You may have noticed that it is also becoming increasingly difficult to find a graduate architect who can draw. As a matter of fact, it is my suspicion this is more true of the better schools. Somewhere along the line it was decided that free-hand drawing is an unnecessary holdover from the Beaux Arts. Cybernetics, Computergraphics, Zip-A-Tone & Diagrams; but a competent useful sketch communicating a total architectural idea? — No.

In this quandary between an ever broadening scope and at the same time a need for an ever increasing depth we must realize that it is time to make place for specialization. I suggest that there is a definite need for the technical and support skills that we use and employ in our practice to be given some degree of professional standing. We could call them paraprofessionals. I would sooner just call them professionals. I see nothing wrong with a licensed construction supervisor, a licensed specification writer, a licensed construction administrator, or space programmer. I submit these skills along with the parallel related fields of urban design, landscape architecture, and the planner be welded together in a coordinated structure with every man who wields competence in a field of reasonable breadth permitted the role of a professional. I realize it would not be easy.

If we should emphasize any aspect of the architect's training it should be to prepare him to communicate and to lead and, in particular, to understand the scope of human problems as they are affected by what man builds. We must tap the energy of the young members of the profession and encourage their participation in community service, and, for those who enter government service, we should not only give them full credit but we should give them our fullest support and recognition.

I support Mr. McCue's suggestion for a core examination. Breaking it down a little bit as to when it might be given and by whom, we might call the first examination, Examination A: It could cover the needs of state laws as they apply to the public trust and safety, and in addition, it could cover the needs of the profession as defined by the profession through NCARB. This examination can be offered by the school at the appropriate time even before graduation. Examination B would be entirely under the jurisdiction of the school covering whatever academic depth and scope as the university may judge as requirement for the degree. Examination C would cover professional practice and be given by the State Board after two years of professional work.

I understand that NCARB has settled on the policy of permitting registration after 1973 only to those who have successfully graduated from accredited schools of architecture. I take issue with this policy. We need talent from wherever it comes and I don't believe we should close this door entirely. I would propose that through your review board for extreme cases and through the role of each state board that this problem can be handled. It might however lead us to a situation where we have a second class architect, one who cannot ever receive the flexibility of

being registered through NCARB. Unique institutions such as the Boston Architectural Center, having a long list of outstanding practitioners as graduates would not qualify. Can you give me a list of the most outstanding artist in the world who hold a degree in Fine Arts? I will try to retain an open mind on this subject, but I will need to be convinced.

In summary, I leave you with three points:
First — Let flexibility and permissibility be the keynote for drafting of new legislation — not protection; I don't want the legislation to become part of the problem — rather make it part of the solution:
Second — Let's not close tightly any doors or paths for talents to enter our profession. We need all we can get; and
Third — Let's provide the kind of service that we sell, or in other words, practice what we preach.

No amount of legislation or regulation is a substitute for competent dedicated concern for the very best total solution to our client's needs. This in turn will be our best public relations.

Thank you.

Profiles of Significant Schools

WAYLAND SENIOR HIGH SCHOOL

WAYLAND, MASSACHUSETTS

Prepared by
Evans Clinchy
Editorial Associate

January 1960

Educational Facilities Laboratories, Inc.
477 Madison Avenue, New York 22, New York

Wayland's lab for learning

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Tufts New England Medical Center

Architects

THE ARCHITECTS COLLABORATIVE

NEW DIMENSION IN URBAN RENEWAL

Middle School

Reprinted from PROGRESSIVE ARCHITECTURE, *September, 1965*

Fox Lane Middle School Bedford, New York

The Architects Collaborative, Inc., Architects

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ARCHITECT OF RECORD: The Architects Collaborative Inc.,
DESIGNER: Nominee
PROJECT: Wayland High School, Wayland, Massachusetts
DATE: 1961
AUTHORSHIP: Largely Responsible for Design



ARCHITECT OF RECORD: The Architectural Record
DESIGNER: Nominee
PROJECT: Wayland High School, Wayland, Massachusetts
DATE: 1961
AUTHORSHIP: Largely Responsible for Design



ARCHITECT OF RECORD: The Architects Collaborative Inc.

DESIGNER: Nominee

PROJECT: Middle School, Mt. Kisco, New York

DATE: 1966

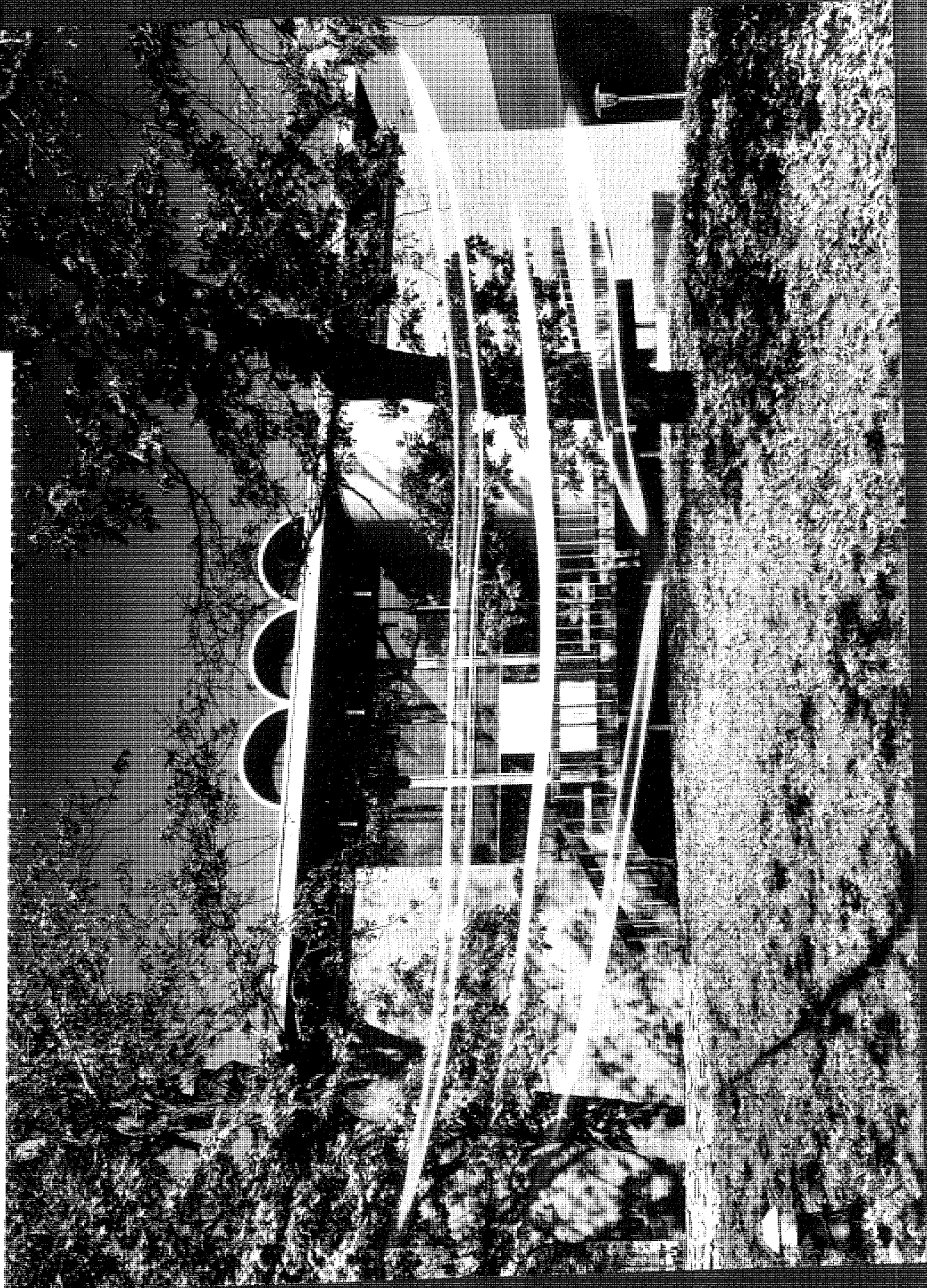
AUTHORSHIP: Largely Responsible for Design

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ARCHITECT OF RECORD: The Architects Collaborative Inc.
DESIGNER: Nominee
PROJECT: Moses Brown School, Providence, Rhode Island
DATE: 1963
AUTHORSHIP: Largely Responsible for Design

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ARCHITECT OF RECORD: The Architects Collaborative Inc.
DESIGNER: Erick O. Solye
PROJECT: Eaglebrook School, Deerfield, Massachusetts
DATE: 1965
AUTHORSHIP: Design Under Direction of Nominee

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ARCHITECT OF RECORD : The Architects Collaborative Inc.
DESIGNER : Ralph Montgomery
PROJECT : Nashoba Regional High School, Bolton, Massachusetts
DATE : 1973
AUTHORSHIP : Design Under Direction of Nominee



ARCHITECT OF RECORD: The Architects Collaborative Inc.

DESIGNER: K. Brazdys

PROJECT: N.W. Michigan Fine Arts Center, Traverse City, Michigan

DATE: 1971

AUTHORSHIP: Design Under Direction of Nominee

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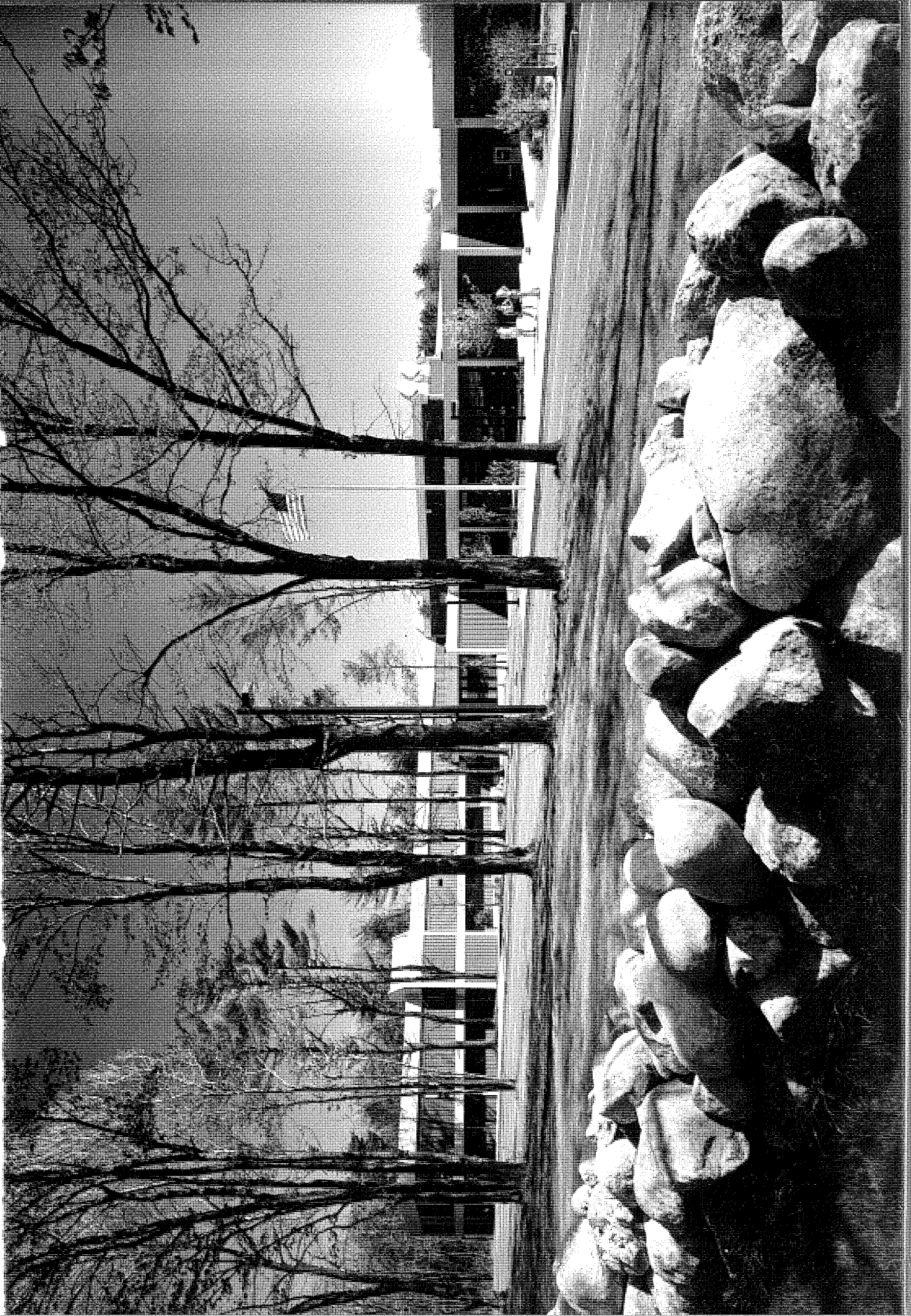
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AUTHORSHIP: Design Under Direction of Nominee



ARCHITECT OF RECORD : The Architects Collaborative Inc.
DESIGNER: Ralph Montgomery
PROJECT: Norwell High School, Norwell, Massachusetts
DATE: 1974
AUTHORSHIP: Design Under Direction of Nominet

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ARCHITECT OF RECORD: The Architects Collaborative Inc.
DESIGNER: Ralph Montgomery
PROJECT: Norwell High School, Norwell, Massachusetts
DATE: 1974
AUTHORSHIP: Design Under Direction of Nominee

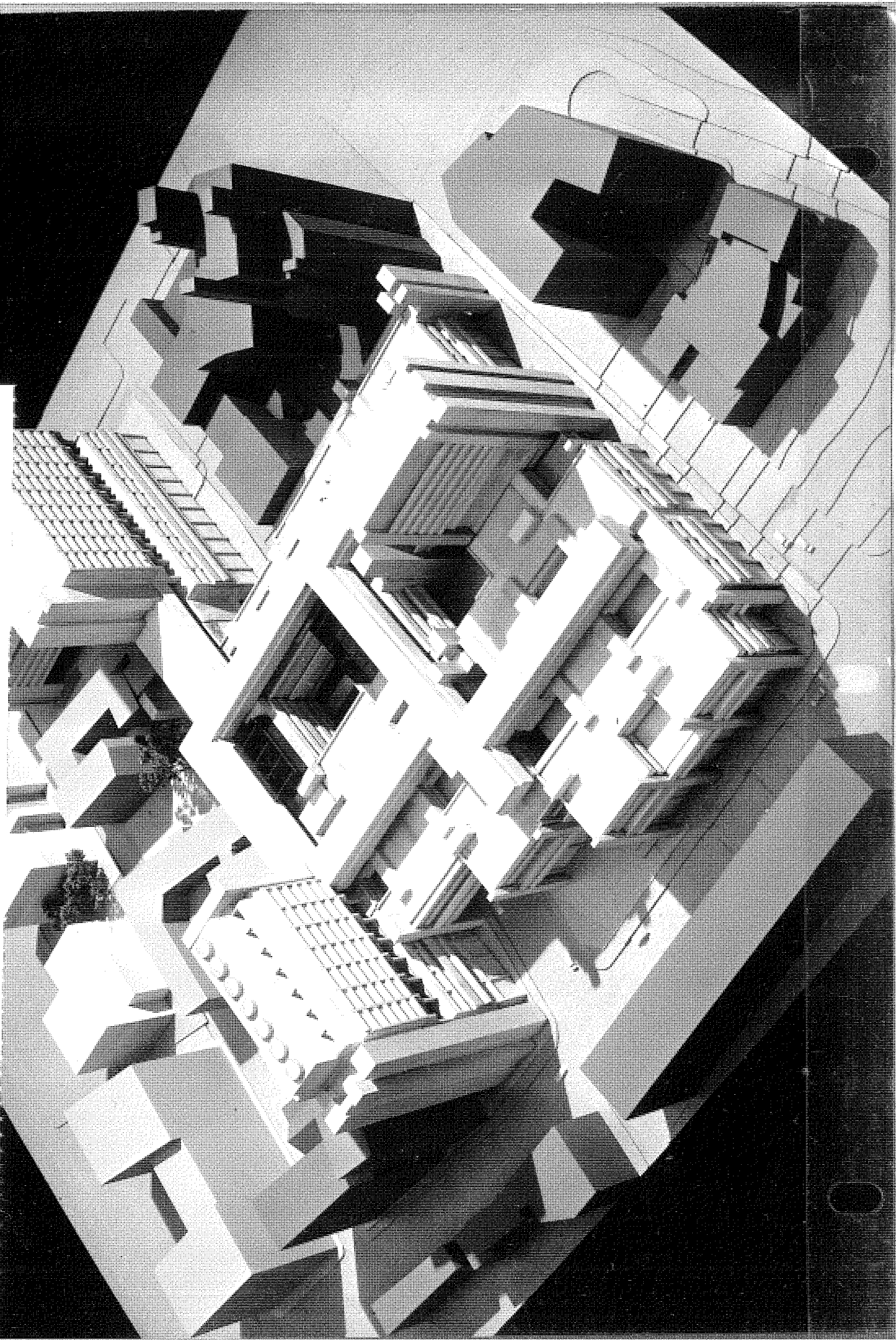


ARCHITECT OF RECORD: The Architects Collaborative Inc.
DESIGNER: Martin Sokoloff

PROJECT: Tufts New England Medical Center, Boston, Massachusetts
DATE: 1969

AUTHORSHIP: Design Under Direction of Nominee

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The Stage 1 expansion of the Tufts New England Medical Center was completed in 1973, realizing the first step in the long-range growth of this large medical center in Boston. The first stage consists of the Proger Health Services Building, the Tufts Dental Health Services Building, and a Parking Garage.

TAC's involvement began in 1965, first with long range programming, site utilization studies and master-planning. This led next to the formulation of a flexible plan for staged growth, starting with the existing buildings, and then building outward in increments at different stages, sized to funding realities and programming needs.

From its inception, the Medical Center has been committed to the concept of remaining closely involved with its community and of coordinating its long-range development with the plans of other neighboring institutions and community groups, and with the urban renewal plans of the Boston Redevelopment Authority. As part of this broad approach, the site parcels were assembled, streets

were closed or re-aligned, and a new subway tunnel and station were constructed under the Medical Center, anticipating the future removal of the old Washington Street subway that passes under the new buildings.

A key development in the evolution of a viable master plan on the limited site was approval by the City of Boston of the concept of air-rights construction over a major downtown street. This step was significant in leading to the development of a megastructure design for an essentially horizontal teaching hospital. The horizontal design allows flexible assignment of spaces, and improved functional relationships of patient care, teaching and research, above a ground floor of commercial public spaces.

The Proger Health Services Building expands the adult-care hospital with new spaces for radiotherapy, ambulatory diagnostic and treatment clinics, diagnostic radiology, nuclear medicine, 34 new acute-care beds, a 4-bed cardiac care unit, a 4-bed intensive care unit, a cafeteria, and meeting rooms.