

A CULTURAL
CONFERENCE CENTER

SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF
MASTER IN ARCHITECTURE

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
CAMBRIDGE MASSACHUSETTS AUGUST 4, 1952

BY

VERNON F. SHOGREN
AND

DONALD E. JARVIS

LAWRENCE B. ANDERSON, HEAD
DEPARTMENT OF ARCHITECTURE



A CULTURAL CONFERENCE CENTER

ABSTRACT OF THESIS

A CULTURAL CONFERENCE CENTER

SUBMITTED BY VERNON F. SHOGREN AND DONALD E. JARVIS
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE, MASTER IN ARCHITECTURE.

SCHOOL OF ARCHITECTURE AND PLANNING
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
JULY 28, 1952.

WE ARE FACED WITH A GREAT PARADOX IN OUR SOCIETY TODAY. WHILE ECONOMIC FORCES CAUSE THE PEOPLES OF THE WORLD TO BECOME MORE INTERDEPENDENT, THE INDIVIDUAL HAS BECOME ISOLATED AND OUT OF HARMONY WITH HIS ENVIRONMENT. THIS CONDITION, LARGELY A PRODUCT OF OVER-SPECIALIZED WORK PATTERNS, IS A HANDICAP TO MAN IN HIS EFFORTS TO ACHIEVE A BETTER LIFE.

A REVIEW OF HISTORY REMINDS US THAT CIVILIZED MAN HAS ALWAYS HAD DIVISIONS OF LABOR; BUT UNTIL OUR DAY HE MANAGED TO KEEP A BALANCE BETWEEN SPECIALIZED AND COMPREHENSIVE ACTIVITIES. THERE ARE MANY HISTORICAL EXAMPLES TO ILLUSTRATE HOW THE UNIVERSAL, TOTAL CONCEPTION OF LIFE WAS VALUED AND ENCOURAGED. AFTER THE MACHINE, HOWEVER, MAN NEGLECTED THIS GREAT HERITAGE. HE SUBMITTED HIMSELF TO THE NEW WORK-PATTERNS, WHICH CONTINUALLY BECAME MORE NARROW AND RESTRICTIVE. WITH A FEW MINOR EXCEPTIONS, THIS TREND IS UNBROKEN TODAY.

HOWEVER, IT HAS BECOME INCREASINGLY EVIDENT THAT MAN'S FUTURE DEVELOPMENT DEPENDS ON AN INCREASE OF CO-OPERATION AND CO-ORDINATION IN HIS ACTIVITIES. ISOLATED, OVER-SPECIALIZED PATTERNS BREED COMPETITION AND RIVALRY, AND IN THEMSELVES DO NOT ENCOURAGE CO-OPERATION.

WHAT WE MUST DO IS TO DEVISE AN ACTIVITY THAT WILL BRING THE MEMBERS OF DIFFERENT DISCIPLINES TOGETHER TO MEET AND DISCUSS THEIR INDIVIDUAL ATTITUDES AND PROBLEMS. THE CALLING OF CONFERENCES ON CULTURAL SUBJECTS IS ONE WAY TO DO THIS. SUCH CONFERENCES WOULD NOT ONLY ANSWER THE NEEDS OF THE INDIVIDUALS PARTICIPATING, BUT COULD ALSO FORMULATE AND SUGGEST THE NEW DIRECTIONS FOR OUR SOCIETY.

THE THESIS HEREBY SUBMITTED IS A SUGGESTION OF A PERMANENT CENTER FOR THESE CULTURAL CONFERENCES. IT WILL OPERATE AS A SUMMER FACILITY, WITH A CAPACITY OF UP TO ONE HUNDRED AND FIFTY CONFEREES. IT WILL BE LOCATED ON THE PENNINSULA OF WORLD'S END, MASSACHUSETTS, IN AN ENVIRONMENT OF GREAT NATURAL BEAUTY. THE DESIGN INCLUDES AN INTEGRATED PROGRAM OF HOUSING, RECREATIONAL FACILITIES, AND CONFERENCE AREAS.

DEPARTMENT OF ARCHITECTURE
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
CAMBRIDGE, MASSACHUSETTS
JULY 28, 1952

DEAN PIETRO BELLUSCHI
SCHOOL OF ARCHITECTURE AND PLANNING
MASSACHUSETTS INSTITUTE OF TECHNOLOGY
CAMBRIDGE, MASSACHUSETTS

DEAR DEAN BELLUSCHI:

THIS THESIS IS PRESENTED IN FULFILLMENT OF THE PARTIAL
REQUIREMENTS FOR THE DEGREE, MASTER IN ARCHITECTURE.

IT IS THE COLLABORATIVE EFFORT OF GRADUATE STUDENTS
VERNON F. SHOGREN AND DONALD E. JARVIS. ITS TITLE IS,
"A CULTURAL CONFERENCE CENTER".

RESPECTFULLY YOURS,

VERNON F. SHOGREN

DONALD E. JARVIS

WE WOULD HEREBY LIKE TO ACKNOWLEDGE
THE HELP AND GUIDANCE OF THE FOLLOW-
ING PERSONS:

LAWRENCE B. ANDERSON, HEAD
DEPT. OF ARCHITECTURE, MIT

GORM T. HANSON, ASST. PROFESSOR
DEPT. OF ARCHITECTURE, MIT

ENRICO PERESSUTTI, ARCHITECT
MILAN, ITALY

R. BUCKMINSTER FULLER, HEAD
FULLER RESEARCH FOUNDATION

GYORGY KEPES, PROFESSOR
DEPT. OF ARCHITECTURE, MIT

TABLE OF CONTENTS

PART I THE PROBLEM

INTRODUCTION PAGE 1
HISTORY BEFORE THE MACHINE 6
HISTORY AFTER THE MACHINE 13
SITUATION TODAY 18

PART II A SOLUTION

PURPOSE 26
OBJECTIVE 27
FUNCTIONING OF THE CENTER 28
SELECTION OF THE SITE 29
ORGANIZATIONAL REQUIREMENTS 36

LIST OF ILLUSTRATIONS

THE GREEK AGORA	BEFORE PAGE 8.
ILL. <u>FROM THE ARTS AND MAN</u> , BY RAYMOND S. STITES, P. 217	
LORENZO DE MEDICI	10.
STATUE BY MICHELANGELO	
VILLA OF THE MEDICIS	10.
ILL. <u>FROM ROMISCHE VILLEN UND PARKENLAGAN</u> BY PERCIER AND FONTAINE, PLATE NO. 11.	
INSIDE THE ALHAMBRA	11.
ILL. <u>FROM SKETCHES OF THE ALHAMBRA</u> , BY J. F. LEWIS	
THE ADVENT OF THE MACHINE	13.
ILL OF BESSEMER PROCESS <u>FROM MAN TO MACHINE</u> , BY AGNES ROGERS. P. 127	
THE INSENSATE INDUSTRIAL TOWN	15.
ILL. FROM <u>THE CULTURE OF CITIES</u> BY LEWIS MUMBORD. P. 196	
TALIESEN, WORK CENTER OF FRANK LLOYD WRIGHT	18.
ILL FROM <u>THE ARCHITECTURAL FORUM</u> JANUARY 1938, P. 21.	
INSIDE COVER OF MAGAZINE <u>TRANSFORMATION</u> . . .	23.
PART II -- A SOLUTION	26.
COPY OF COVER DESIGN FOR L.L.WHYTE'S <u>THE NEXT DEVELOPMENT IN MAN</u>	
NEW YORK TRAFFIC, 1950	32.
PHOTO BY ANDREAS FEININGER	

LIST OF ILLUSTRATIONS (CONTINUED)

JAPANESE LANDSCAPING	33.
ILL. FROM <u>ARCHITECTURAL JAPAN-</u> <u>OLD AND NEW</u> P. 243	
LOCATION OF U.S. COLLEGES AND UNIVERSITIES..	34.
COMPILED FROM INFORMATION FROM <u>BLUE BOOK OF AMERICAN EDUCATION</u>	
JAPANESE SCENE	36.
ILL. FROM <u>THE LESSON OF</u> <u>JAPANESE ARCHITECTURE</u> P. 94	
CONTEMPLATION	41.
ILL. FROM <u>BURMA, CEYLON, AND</u> <u>INDO-CHINA--LANDSCAPE ARCHITECTURE</u> P. 104	

PART ONE — THE PROBLEM



TODAY ANY PLACE ON THE EARTH MAY BE REACHED COMFORT-
ABLY IN SIXTY HOURS. ANY EVENT MAY BE SEEN OR HEARD
INSTANTLY. A TABLE MAY BE FILLED WITH FOOD FROM
DIFFERENT CONTINENTS, AND AN ITEM BE PRODUCED WITH RAW
MATERIALS FROM ACROSS THE SEAS. A WORKER IS RESPONSIB-
LE FOR ONLY A PORTION OF THE WORK REQUIRED TO PRODUCE
A PRODUCT, YET HE CAN ENJOY A WEALTH OF GOODS PRODUCED
ALL OVER THE WORLD. THE IDEA OF "ONE WORLD" IS MORE
THAN A VISION NOW; MAN'S GREATER INTERDEPENDENCE HAS
ACCOMPLISHED THIS.

YET THE VERY FORCES WHICH MAKE SOCIETY INTERDEPENDENT-
THE WEALTH AND INGENUITY OF MODERN CONTRIVANCE, THE
MACHINE-BORN DIVISIONS OF WORK PATTERNS, INCREASED
LEISURE FOR THE MASSES, OUR COMPETITIVE ECONOMIC SYSTEM -
ALL THESE REACT ON THE INDIVIDUAL IN A DIFFERENT WAY.

THIS IS A PRADOX OF OUR WORLD TODAY. THE BROAD TREND AMONG SOCIAL UNITS IS CLEAR, BUT THIS SAME TREND HAS TENDED TO MAKE THE INDIVIDUAL AN ISOLATED AND IMPOVERISHED PERSONALITY.

THIS CONDITION CAN BE TRACED TO THREE GREAT FACTORS:

(1). THE TENDENCY OF OUR SOCIETY IS TO THINK OF THE INDIVIDUAL AS A MEANS RATHER THAN AS AN END. THE WHOLE THEORY OF COMMUNISM SERVES AS A RAUCOUS WITNESS TO THE PREVALENT BELIEF THAT THE INDIVIDUAL'S ONLY PURPOSE IS TO SERVE THE SOCIETY IN WHICH HE LIVES. THE GOOD OF THE INDIVIDUAL MUST BE SACRIFICED FOR THE GOOD OF THE MASSES: THEREFORE HIS OWN DESIRES MUST BE SUBORDINATED TO THE NEEDS OF THE SOCIETY IN WHICH HE LIVES. A PERSON IS ASKED TO PERFORM A CERTAIN FUNCTION, TO FULFILL A CERTAIN DUTY. AS LONG AS HE DOES THIS, NO FURTHER DEMANDS ARE MADE OF HIM, AND HE IS NOT ENCOURAGED TO EXPAND HIS RANGE OF ACTIVITIES. IN FACT, HE IS OFTEN DISCOURAGED FROM "INVADING ANOTHER'S TERRITORY".

JACQUES MARITAIN, THE GREAT PHILOSOPHER AND THEOLOGIAN, SAYS IN THE PERSON AND THE COMMON GOOD,

SOCIAL LIFE IS NATURALLY ORDAINED TO THE GOOD AND THE FREEDOM OF THE PERSON. AND YET THERE IS IN THIS VERY SAME SOCIAL LIFE A NATURAL TENDENCY TO ENSLAVE AND DIMINISH THE PERSON IN THE MEASURE THAT SOCIETY CONSIDERS THE PERSON AS A PART AND AS A MERE MATERIAL INDIVIDUAL.

(2). THE EFFECTS OF SCIENTIFIC INVESTIGATION HAVE SHATTERED MOST OF THE CERTITUDES AND DOGMAS WHICH ONCE ACTED AS A UNIFYING INFLUENCE. BEFORE THIS, THE INDIVIDUAL WAS AT ALL TIMES AWARE OF A DEFINITE DIRECTION TO HIS EFFORTS, AND WAS ENCOURAGED BY THE FORCE OF COMMON UNDERSTANDING THAT HE WAS NOT TRAVELLING ALONE. TODAY NO SUCH CERTAINTY EXISTS. THE OLD IDEAS OF MATTER AND REALITY ARE SHAKEN BEYOND REPAIR, AND WHAT REPLACEMENTS WE HAVE ARE NOT COMFORTING IN THEIR ASSURANCES FOR THE INDIVIDUAL.

THE WASTE OF HUMAN AND MATERIAL RESOURCES AND THE CANALIZATION OF ALMOST ALL CREATIVE EFFORT INTO BLIND ALLEYS BEAR WITNESS TO THE FACT THAT OUR COMMON LIFE HAS LOST ITS COHERENCY. IN THE FOCUS OF THIS ECLIPSE OF A HEALTHY HUMAN EXISTENCE IS THE INDIVIDUAL, TORN BY THE SHATTERED FRAGMENTS OF HIS FORMLESS WORLD, INCAPABLE OF ORGANIZING HIS PHYSICAL AND PSYCHOLOGICAL NEEDS.

P. 12 KEPES, LANGUAGE OF VISION

MAN'S PSYCHIC NATURE CANNOT WHOLLY COMPENSATE FOR THE FORMLESSNESS OF TODAY'S WORLD, AND HIS REORIENTATION IS SLOW AND TEDIOUS.

(3). THE THIRD GREAT FACTOR IS THE EFFECT OF THE MACHINE AND TECHNICAL SCIENCE ON THE LIVING HABITS OF THE INDIVIDUAL. THE MACHINE AGE BEGAN WITH GREAT PROMISE, WHICH HAS NEVER BEEN REALLY FULFILLED. SIEGFRIED GIEDION, IN MECHANIZATION TAKES COMMAND, SAYS,

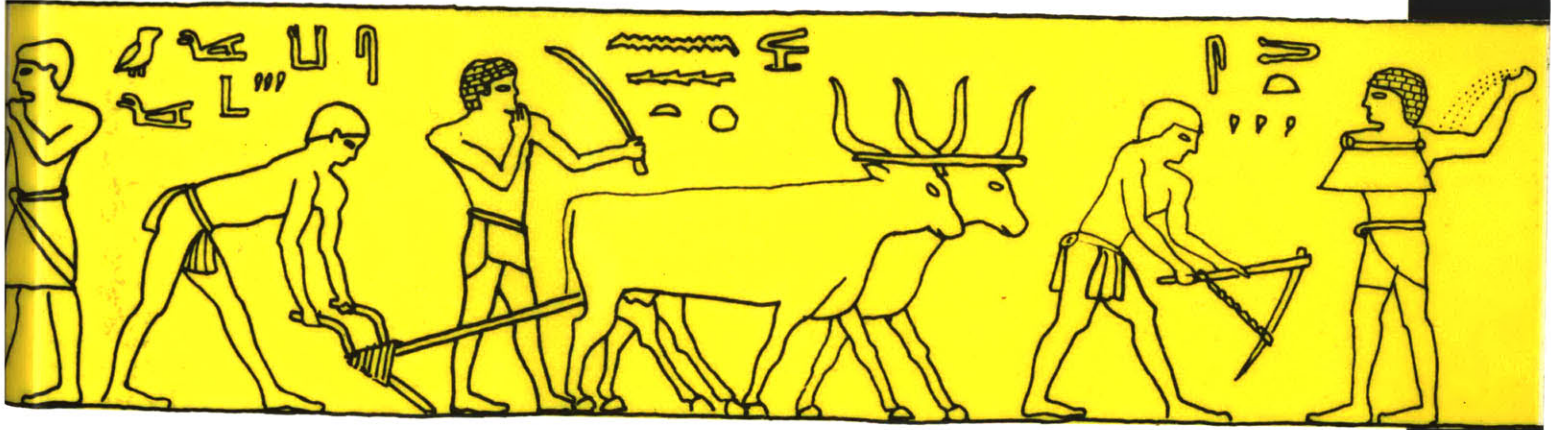
NEVER HAS MANKIND POSSESSED SO MANY INSTRUMENTS FOR ABOLISHING SLAVERY. BUT THE PROMISES OF A BETTER LIFE HAVE NOT BEEN KEPT. ALL WE HAVE TO SHOW SO FAR IS A RATHER DISQUIETING INABILITY TO ORGANIZE THE WORLD, OR EVEN TO ORGANIZE OURSELVES. P. 715

CERTAINLY WE CANNOT BLAME THE MACHINE AS SUCH; IT IS SIMPLY THAT WE HAVE NOT, EVEN YET, PROPERLY SUBORDINATED IT TO THE NEEDS OF MAN, BUT INSTEAD HAVE ALLOWED IT TO MASTER MAN. IT IS THE NEEDS OF THE MACHINE, AND THE ECONOMIC SYSTEM WHICH GREW UP AROUND IT, WHICH DICTATE THE REGIMEN AND ACTIVITIES OF THE INDIVIDUAL TODAY. A DIVISION OF LABOR IS BASIC TO MECHANIZATION; AND AS THE MECHANICAL APPARATUS GETS MORE COMPLEX, THE WORKER'S INDIVIDUAL TASK BECOMES MORE LIMITED AND SPECIALIZED. ACCORDINGLY, THERE IS LESS AND LESS POSSIBILITY OF RELATING THAT PORTION OF THE WORK ASSIGNED TO THE INDIVIDUAL TO THE END PRODUCT.

BUT WHILE THE INDIVIDUAL'S PARTICULAR EFFORT IS ESSENTIAL IN THE MECHANICAL PROCESS, THE END PRODUCT, WHICH IS DISTRIBUTED SO FREELY AND CHEAPLY, TENDS TO MAKE HIM MORE SELF-SUFFICIENT. HIS AUTOMOBILE, HIS REFRIGERATOR AND MODERN METHODS OF PACKING AND FREEZING FOOD, HIS RADIO AND TV, AND COUNTLESS SMALLER ITEMS - - ALL REINFORCE HIS INDEPENDENCE AND MAKE HIM LESS DEPENDENT ON OTHERS PERSONALLY. THE ONLY DEPENDENCE HE HAS IS ON THE SYSTEM ITSELF WHICH PROVIDES HIM WITH THESE THINGS,

AND THAT IS A GRIPPLING AND UNSYMPATHETIC FORM WHICH CONTRIBUTES NOTHING TO INDIVIDUAL DEVELOPMENT.

WE ARE FACED, THEN, WITH THE PROBLEM OF HOW TO OVERCOME THESE OBSTACLES. FURTHER, WE ARE FACED WITH THE CHALLENGE OF HOW TO RECOVER FOR THE INDIVIDUAL A RELATIONSHIP WITH HIS NEW ENVIRONMENT THAT IS BOTH SECURE AND MEANINGFUL. OUR BEST BEGINNING IS TO SEE HOW MAN ACCOMPLISHED THIS IN THE PAST.



BEFORE THE MACHINE

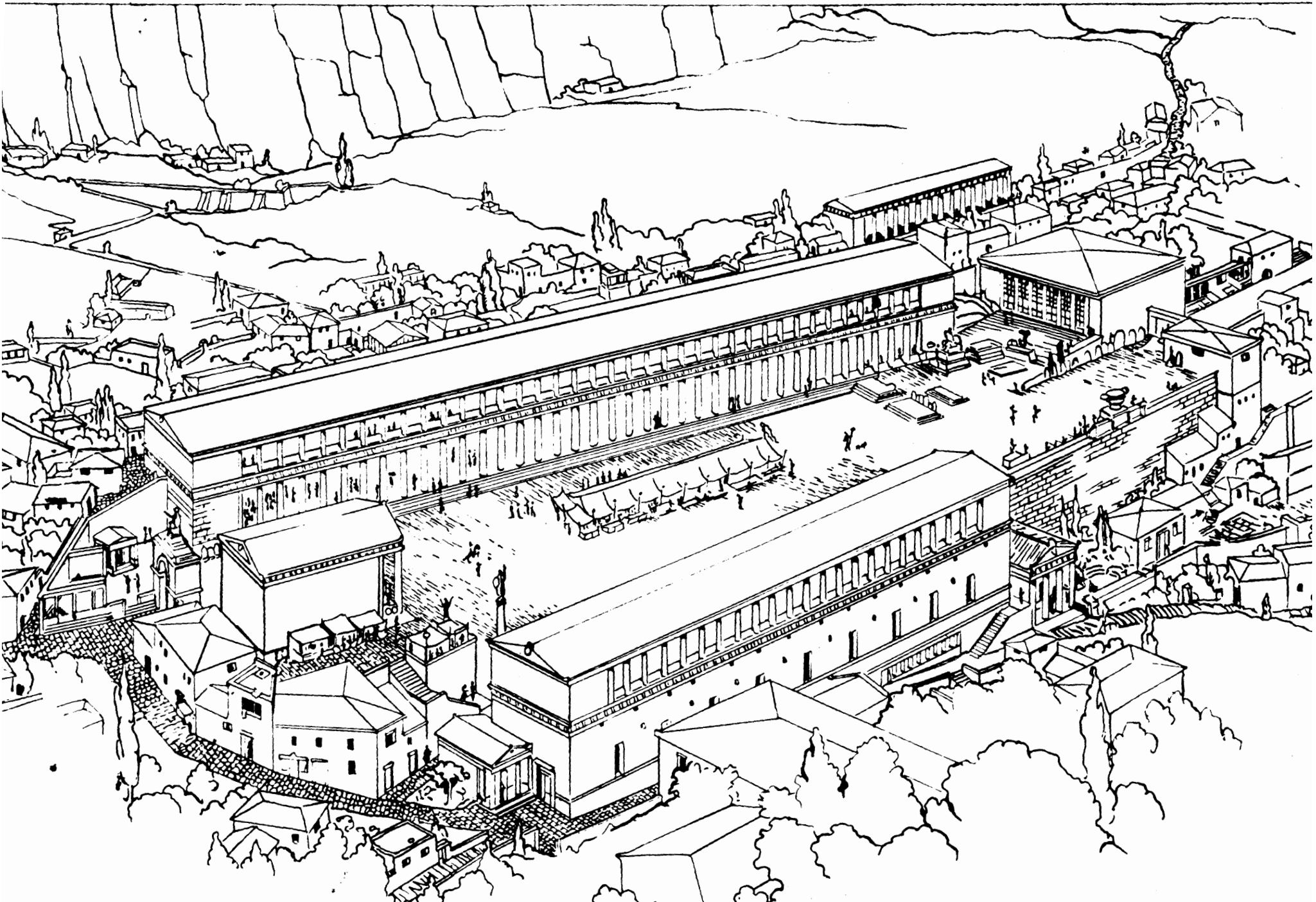
IN A SOCIAL SENSE, IT IS THE TECHNIQUE OF SPECIALIZATION WHICH SETS MAN APART FROM HIS FELLOW CREATURES. IT WAS NOT UNTIL MAN DIVIDED THE WORK NECESSARY FOR HIS SURVIVAL INTO CLASSES OF ACTIVITIES -- FOOD PRODUCTION, MANUFACTURE, COMMERCE, ART -- THAT THE RISE OF THE GREAT CIVILIZATIONS WAS POSSIBLE. FOR THE FIRST TIME, MAN COULD PRODUCE A SURPLUS OF THE NECESSARY COMMODITIES; AND FURTHER, COULD DO IT IN A MUCH SHORTER TIME. THE RESULTING WEALTH AND LEISURE MADE POSSIBLE THE CULTIVATION OF INTERESTS NORMALLY BEYOND THOSE CONNECTED WITH SIMPLE SURVIVAL, AND IN ONE STEP BROADENED MAN'S POTENTIAL HORIZON FROM A LIMITED TO AN INFINITE ONE.

THE VICIS ATTENDENT UPON SUCH A SYSTEM, HOWEVER, WERE APPARENT ALMOST FROM THE FIRST, AS EACH STATE GREW MORE RICH AND POWERFUL, ITS RULERS BECAME MORE AVARICIOUS. IT BECAME THE OBJECTIVE OF THESE MEN TO CONTROL AND DIRECT THE LIVES OF THEIR SUBJECTS IN SUCH A MANNER AS TO SECURE THE SPEEDIEST AND MOST EFFICIENT MEANS OF SATISFYING THEIR GREED. GRADUALLY THE IRON HAND OF

DESPOTISM WRUNG FROM ITS SUBJECTS THE ADVANTAGES THEY HAD GAINED, AND PUSHED THEM BACK INTO THE DARKNESS FROM WHICH THEY HAD EMERGED.

FORTUNATELY THERE HAVE ALWAYS BEEN REBELS. GREECE WAS THE FIRST. TO THIS DAY, THE STORY OF GREECE STANDS OUT WITH A CLEAR, COLD LIGHT AGAINST A BACKGROUND OF BARBARISM. IT WAS THE GREEKS WHO FIRST DEFIED THE UNQUESTIONED ASSUMPTION THAT MAN IS BORN A SLAVE. THEY DECLARED THAT MAN IS HERE TO LIVE, AND LIVE FULLY. RECEIVING THE ADVANTAGES AS WELL AS THE DISADVANTAGES IMPLICIT IN THE SYSTEM UNDER WHICH HE LABORED. THEY CONSIDERED IT NOT ONLY THE RIGHT, BUT THE DUTY, OF EVERY MAN TO PARTICIPATE IN THE ACTIVITIES AROUND HIM, WHETHER OR NOT THEY WERE CONNECTED WITH HIS PARTICULAR LIVELIHOOD. ONE CAN READ IN PLATO'S DIALOGUES HOW EAGERLY THESE GREEKS CONSIDERED NEW IDEAS, HOW VERSATILE THEY WERE, HOW IMPETUOUS THEIR SEARCH FOR TRUTH. THEIRS WAS THE CLEAR, VIGOROUS, IDEALISTIC VISION OF UNDYING YOUTH. WILLIAM CHASE GREEN WRITES:

THE GREEKS WERE YOUNG IN THE SENSE THAT THEY WERE STILL EXPERIMENTING IN EVERY WALK OF LIFE ...EVEN WHEN THE GROWTH OF INDUSTRY BROUGHT ABOUT A DIVISION OF LABOR, THE AVERAGE MAN WAS STILL CONCERNED IN SO MANY OTHER ACTIVITIES THAT HE THOUGHT OF HIMSELF BY NO MEANS MERELY AS A FARMER OR AS A DEALER IN LAMPS OR AS A PLAYWRIGHT....SUCH A WORLD IS THE NATURAL HOME OF EXPERIENCE AND OF IDEAS...IT MUST BE ADMITTED THAT VERSATILITY HAS ITS DANGERS, BUT THE BENEFITS OF VERSATILITY ARE ESPECIALLY TO BE FOUND... IN THOSE ACTIVITIES THAT DEAL WITH HUMAN INTERESTS AND



THAT TRY TO FIND IN THEM WHAT IS VALUABLE NOT MERELY FOR A GIVEN TIME OR FOR A GIVEN SITUATION BUT FOR ALL TIMES AND PLACES...IN EXPERIENCE AND IN INTELLECTUAL EQUIPMENT THE ARTISTS AND THINKERS OF GREECE HAD AT THEIR COMMAND A CONTACT WITH A NORMAL AND VARIED LIFE THAT HAS NEVER BEEN SURPASSED AND THAT HAS HARDLY BEEN EQUALLED BY THAT OF THE ARTISTS AND THINKERS OF ANY OTHER NATION.

PART OF THE CREDIT FOR THE "CONTACT WITH A NORMAL AND VARIED LIFE" WHICH THE INDIVIDUAL ENJOYED IS DUE THE SYSTEM OF EDUCATION OF THE GREEK CITIZEN, THROUGH WHICH THE YOUNG MEN EXPERIENCED ALL FIELDS OF ENDEAVOR. MORE IMPORTANT, HOWEVER, WAS THEIR WILLINGNESS TO ASSOCIATE AND FREELY DISCUSS IDEAS AND ATTITUDES WITH OTHERS, AND TO FOLLOW THE EFFORTS OF THEIR FELLOW-CITIZENS WITH SYMPATHY AND UNDERSTANDING. THESE ACTIVITIES USUALLY TOOK PLACE IN THE AGORA, A NETWORK OF CLOISTERED HALLS, MARKET PLACES, AND CIVIC BUILDINGS, BUILT AROUND A LARGE OPEN PLACE. THIS WAS THE CIVIC, INTELLECTUAL, AND COMMERCIAL CENTER OF THE CITY, AND PRACTICALLY EVERY ACTIVITY, FROM THE MARKETING OF FOOD TO THE TEACHINGS OF PHILOSOPHERS, TOOK PLACE THERE. IT WAS A SYSTEM WELL SUITED TO THE CITIES WHEN THEY WERE SMALL; BUT AS THEY GREW LARGER IT BECAME LESS SATISFACTORY. THE GREEKS DECIDED IT WAS NOT WISE TO MIX COMMERCE WITH LEARNING, AND OFTEN EXPRESSED THE DESIRE FOR A BETTER ARRANGEMENT. ARISTOTLE, IN ONE OF HIS DISCOURSES, SPEAKS OF THE IDEAL CITY FOR DEMOCRACY. IN THIS IDEAL CITY, HE WOULD HAVE TWO AGORAS, ONE FOR CIVIC AND COMMERCIAL FUNCTIONS, AND

ANOTHER WITH AN ATMOSPHERE MORE CONDUCTIVE TO THOUGHT
AND RELIGIOUS CONTEMPLATION.

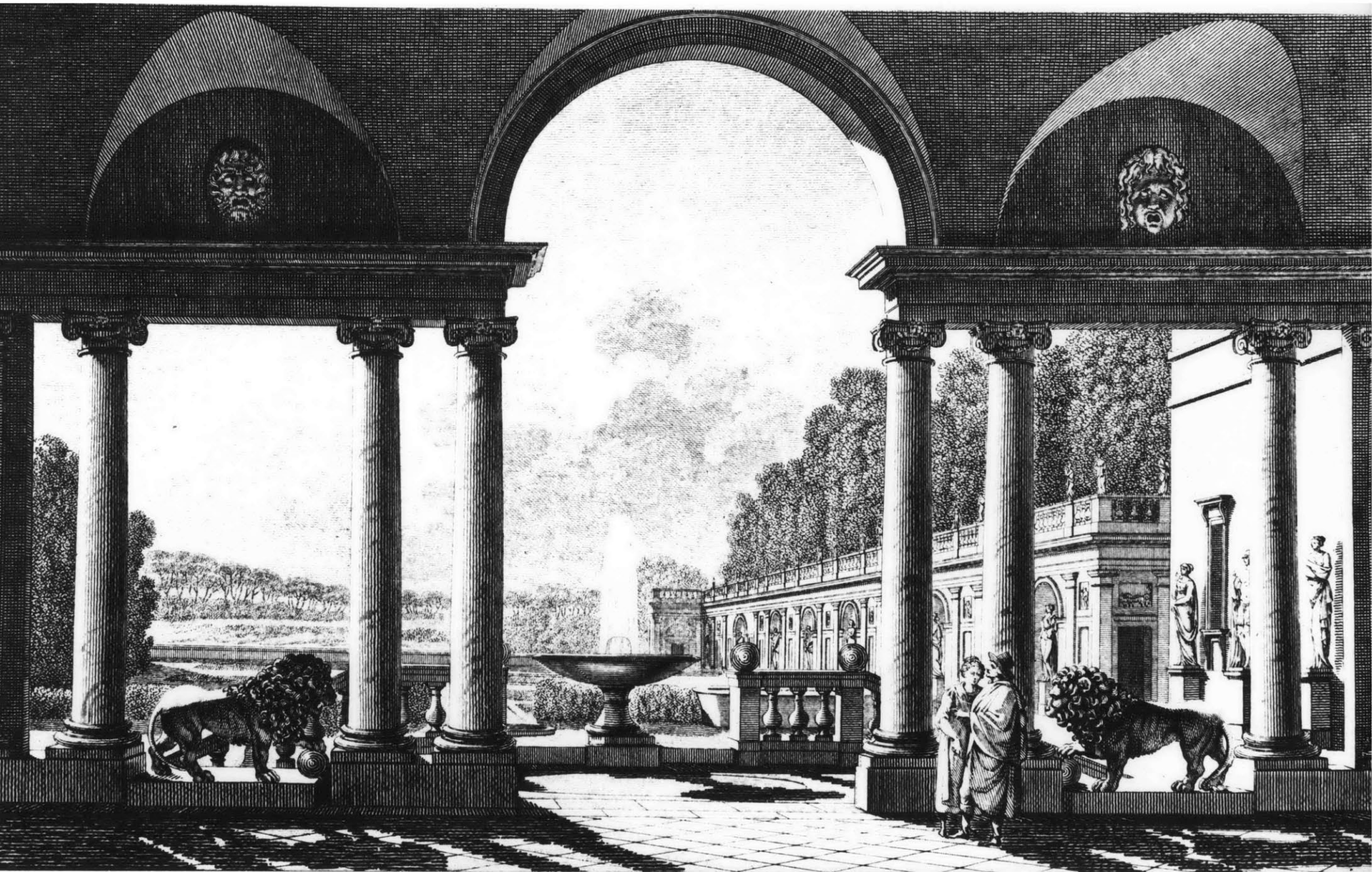
THE ROMAN REPUBLIC WAS IN SOME WAYS A WORTHY SUCCESSOR
TO THE GREEKS. ADMIRATION FOR GREEK CULTURE AND LEARN-
ING WAS UNIVERSAL, AND THE MANY GREEK SLAVE-TEACHERS
HELPED TO SUBLIMATE THE ACTIONS OF A WARLIKE AND AGRES-
SIVE PEOPLE. GENUINE INTELLECTUAL ACTIVITY, HOWEVER,
WAS ALWAYS CONFINED TO A FEW, WHO FOUND THEIR BEST OUT-
LET IN THE FORUM, AN EQUIVALENT OF THE GREEK AGORA, AND
IN THE BATH, WHICH BECAME A SORT OF SOCIAL CENTER.

WITH THE ROMAN REPUBLIC DIED THE GREEK CONCEPTION OF
THE COMPREHENSIVE TOTALITY OF ACTIVITY FOR ALL MEN. THE
IDEA WAS SUBVERTED IN THE MIDDLE AGES AND APPLIED TO A
CLASS--THE ARISTOCRACY, BOTH OF CHURCH AND STATE. HERE
IT FUNCTIONED ONCE AGAIN. MOHOLY-NAGY WRITES:

IN THE MIDDLE AGES THE "LEADER" EDUCATION OF THE PRIVI-
LEGED BENEFITED ONLY A SMALL NUMBER OF PEOPLE. BUT
WITHIN THIS SMALL GROUP THE EMPHASIS WAS AGAIN PUT UPON
THE INTEGRATION OF ALL ABILITIES, INCLUDING SPORTS, MUSIC,
SCIENCE, PHILOSOPHY, HISTORY, LITERATURE, SCULPTURE, AND
PAINTING. IN THAT SOCIETY, UNTIL THE FRENCH REVOLUTION,
THE TOILERS HAD THE ROLE OF BEASTS OF BURDEN--NO LITERACY
WAS NEEDED FOR THEIR WORK. P. 17 VISION IN MOTION

THE DAWN OF THE RENAISSANCE BROUGHT ANOTHER ARISTOCRACY,
THAT OF GENIUS. UNDER THE PATRONAGE OF THE WEALTHY AND
NOBLE, LEADING THINKERS OF ALL FIELDS WERE GATHERED





TOGETHER IN COURTS AND PALACES. HERE, IN LEISURELY, PLEASANT, INSPIRING SURROUNDINGS, WITH THE STIMULATION WHICH ONLY MUTUAL INTELLECTUAL ACTIVITY CAN PROVIDE, SOME OF THE GREATEST MASTER-PIECES IN HISTORY WERE CREATED. MORE IMPORTANT, SOME OF THE GREATEST GENII WERE CREATED. LEONARDO--ARCHITECT, SCULPTOR, INVENTOR, MILITARY GENIUS, SCIENTIST, PHILOSOPHER--WAS AS MUCH A PRODUCT OF HIS TIME IN HISTORY AS OF HIS INHERENT GENIUS. HERE WAS AN INTELLECTUAL CLIMATE OF GREAT VIGOR, WHERE MEN BELIEVED THAT "ALL THINGS ARE ONE" AND ACTED ENTHUSIASTICALLY ON THAT CONVICTION. BOUNDARIES WERE INDISTINCT, DIVISIONS WERE IGNORED; ONLY THE ALL-INCLUSIVE VISION OF ETERNAL TRUTH AND BEAUTY HAD REALITY. YET WE KNOW THAT BUT FOR THE APPRECIATIVE PATRONAGE OF MEN LIKE LORENZO DE MEDICI, AND THE STIMULATING ENVIRONMENT FOSTERED BY THAT PATRONAGE, WE MIGHT NEVER HAVE KNOWN THE WONDERS OF THIS GREAT AGE.

AFTER THE RENAISSANCE BURNED ITSELF OUT, EFFORTS TOWARDS INTELLECTUAL INTEGRATION WERE MORE ISOLATED, BUT STILL PERSISTED. ONE OF THE GREATEST COLLABORATIVE PROJECTS EVER UNDERTAKEN, THE TRANSLATION OF THE KING JAMES VERSION OF THE BIBLE, TOOK MANY YEARS OF DEVOTED LABOR FROM THE GREATEST SCHOLARS OF THE DAY. ANOTHER WAS THE COMPILATION OF THE FIRST ENCYCLOPEDIA BY DIDEROT, TO WHICH THE FINEST MINDS OF EUROPE CONTRIBUTED. VOLTAIRE, AT



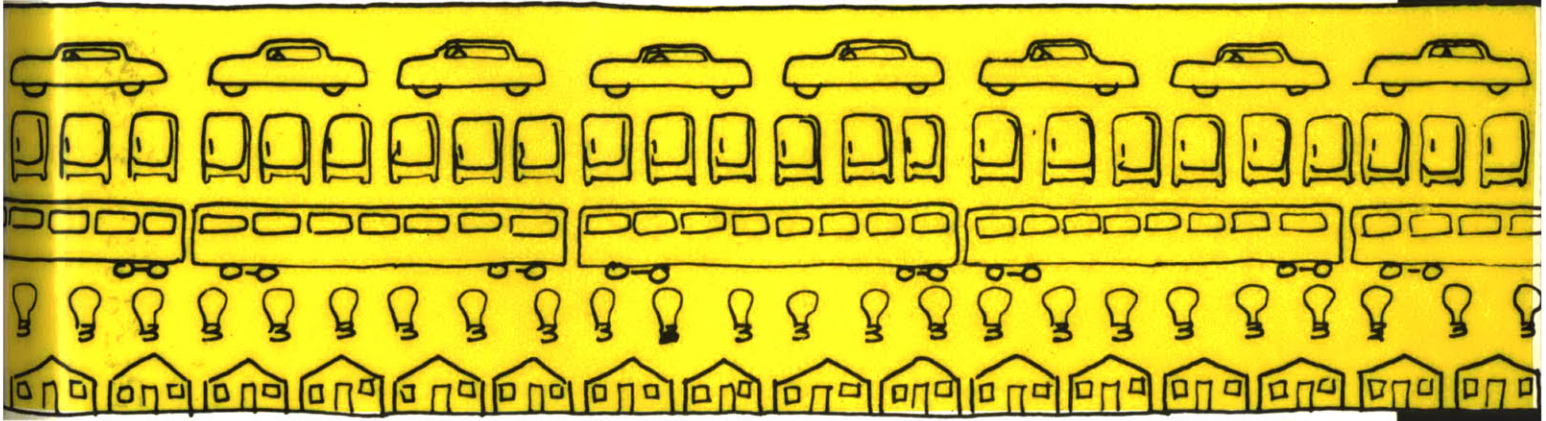
HIS CHATEAU IN SWITZERLAND FOLLOWING HIS EXILE, MANAGED BY THE POWER OF HIS GENIUS AND THE HOSPITALITY OF HIS HOUSE TO ATTRACT THE INTELLECTUALS OF EUROPE. THERE THEY WOULD VISIT, ABSORBING THE BRILLIANT CONVERSATION AROUND THEM, AND THEMSELVES CONTRIBUTING TO AN ENVIRONMENT AS STIMULATING AS ANY TO BE FOUND IN THE WORLD.

ONE OF THE MOST IMPORTANT PATRONS OF INTELLECTUAL ENDEAVORS IN THIS PERIOD WAS FREDERICK THE GREAT. WHILE SCIENTIFIC EXPERIMENTS WERE STILL CONSIDERED MAGIC, FREDERICK WAS CONSTANTLY PROBING THE UNKNOWN. HE SHARED THE KNOWLEDGE OF THE WORKINGS OF THE MAGNETIC COMPASS AND WAS FORCED TO KEEP IT SECRET LEST HE BE ACCUSED OF PRACTICING THE "BLACK ART." GERTRUND SLAUGHTER WRITES:

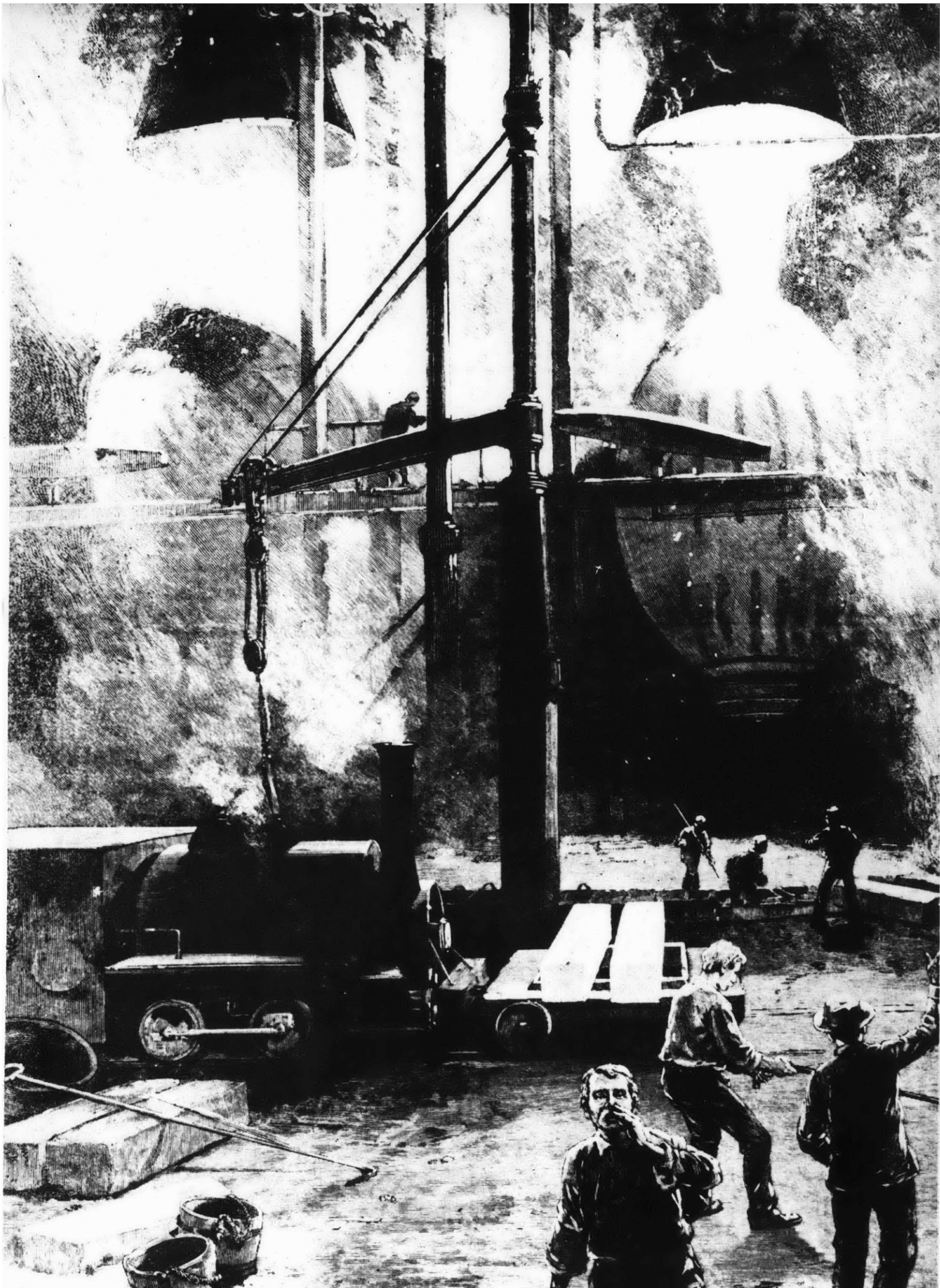
HE KEPT MANY PEOPLE AT WORK ON MANY PROBLEMS. HIS COURT WAS NOT ONLY AN ACADEMY OF LEARNING BUT AN EMBRYO LABORATORY OF RESEARCH. HIS INCUBATORS, HIS COLLECTIONS OF RARE STONES AND GEMS, HIS BIRDS AND ANIMALS WERE ALL IN THE CARE OF EXPERTS OBSERVING AND RECORDING, AND HE WAS CONSTANTLY ADDING TO HIS LIBRARY. HIS COURT HAD TWO CENTRES, AS THERE WERE TWO FIRES BURNING IN HIS BRAIN. ONE WAS THE NUCLEUS OF THE STATE--HIS COUNSELLORS, LAWMAKERS, AMBASSADORS, AND SECRETARIES; THE OTHER WAS THE NUCLEUS OF HIS MENTAL ACTIVITIES. THE INTELLECTUAL CENTER, COMBINED WITH HIS SCHOOLS OF ART AND ARCHITECTURE, AND HIS SUPERVISION OF MEDICINE AT SALERNO AND OF LAW AND PHILOSOPHY AT NAPLES REPRESENTS THE INVISIBLE KINGDOM OF WHICH HE WAS A WHOLLY BENEFICIENT RULER. P.
THE AMAZING FREDERICK

IT WAS INSTITUTIONS SUCH AS FREDERICK MAINTAINED, PLUS THE EFFORTS OF THE GREAT UNIVERSITIES LIKE OXFORD AND

THE SORBONNE, WHICH KEPT ALIVE THE IDEAL OF THE TOTAL VISION DURING THE PARTISANSHIP AND CHAOS OF THE REFORMATION. AND THEN, CLOSELY FOLLOWING THE HOPE OF THE FRENCH REVOLUTION, CAME THE INDUSTRIAL REVOLUTION, WHICH POSED AN ENTIRELY NEW AND DIFFERENT PROBLEM.



AFTER THE MACHINE



THEORETICALLY, THE INDUSTRIAL REVOLUTION SHOULD HAVE BEEN THE NEXT AND LOGICAL STEP IN THAT PROCESS BY WHICH MAN HAD FIRST ORGANIZED A DIVISION OF LABOR. UNFORTUNATELY, HOWEVER, THERE WAS HERE A NEW DESPOT, THE MACHINE, AND ITS TYRANNY SOON BECAME SO VICIOUS AS TO PUT ITS POLITICAL ANCESTORS TO SHAME. THE MACHINE DEMANDED A POOL OF LABOR IN CLOSE PROXIMITY; SO PEOPLE WERE FORCED INTO A MAD AND CHAOTIC URBAN MIGRATION. THE MACHINE NEVER GREW TIRED; SO MEN, WOMEN, AND CHILDREN LABORED THROUGH MOST OF THEIR WAKING HOURS. THE MACHINE REQUIRED FUEL AND THE ABILITY TO REPAIR IT, NOTHING ELSE; SO ALL ACTIVITIES NOT DIRECTLY

NEEDED IN THE SATISFACTION OF THOSE REQUIREMENTS WERE
 ABANDONED. L. MOHOLY-NAGY WRITES:

INDUSTRY EXPANDED QUICKLY. THE HAPPILY PROSPERING
 BUSINESSMAN NEEDED A VAST NUMBER OF MECHANICS, ENGIN-
 EERS, AND SUPERVISORS TO FULFILL THE PROFIT REQUIRE-
 MENTS OF ANY ECONOMIC STRATEGY WHICH SERVED EXCLUSIVELY
 THE DEMANDS OF MASS-PRODUCTION PROSPERITY. THE COMMON
 DENOMINATOR WAS QUICK SPECIALIZATION, WITHOUT ANY CON-
 sideration OF BIOLOGICAL FUNDAMENTALS. VOCATIONAL
 SCHOOLS WERE FOUNDED FOR THE REQUIRED SPECIALISTS.
 FIELDS OF PRODUCTION WERE SPECIALIZED AND SEGREGATED
 FROM EACH OTHER IN THE HOPE THAT THE OUTPUT WOULD BE
 GREATER IF THEY WERE NOT DISTRACTED BY MANIFOLD INTER-
 ESTS. CREATIVE ABILITIES, CONCENTRATED ON LIMITED
 PROBLEMS, PRODUCED STUNNING RESULTS, EXPANDING THE
 BOUNDARIES OF THE CAPITALISTIC ECONOMY.

THE WHEELS OF INDUSTRY TURNED FAST AND PROMPTED A CLEAR
 DIVISION OF ALL LABOR, NEGLECTING EVERY THING BUT THESE
 DIVIDED FUNCTIONS. ALL FORMER RESPONSIBILITY AND PRIDE
 OF THE CRAFTSMAN IN THE WHOLENESS OF A PRODUCT WAS NOW
 ELIMINATED. PARTICIPATION IN THE MASS-PRODUCTION PRO-
 cess WAS LIMITED TO THE EXECUTION OF A SMALL DETAIL.
 AS THE LABORER WAS DEPRIVED OF THE INCENTIVE AND AS-
 surance OF WORKING FOR A CREATIVE RESULT DEPENDENT UPON
 HIS ABILITIES FOR COMPLETION, THE VITAL FLUID WHICH, AS
 IN A BATTERY, CARRIED THE CURRENT FROM ONE UNIT TO THE
 OTHER, EVAPORATED. HE BECAME INANIMATE, WORKING IN THE
 MAZE OF TUNNELS AND GANGWAYS OF THE SPECIALIZED LABY-
 RINTHS. P. 15

VISION IN MOTION

THE EVILS OF THIS NEW FORM OF EXPLOITATION SOON BECAME
 APPARENT, AND THERE WERE REACTIONS. ONE FORM THE SOLU-
 tion ADVOCATED BY KARL MARK, WAS VIOLENT; OTHERS MORE
 PACIFIC, AS THE EXPERIMENTS IN NEW ENGLAND. HERE THE
 FATHER OF LOUISA MAY ALCOTT SET UP HIS SCHOOL OF PHILO-
 SOPHY IN CONCORD, AND HERE THE GROUP OF INTELLECTUALS



LED BY EMERSON ESTABLISHED THE SOCIALISTIC EXPERIMENT OF BROOK FARM. THE EXPERIMENTS FAILED, BUT THE SIGNIFICANCE OF THE EFFORT BY WHICH THESE MEN TRIED TO SECURE AN ENVIRONMENT MORE SATISFYING TO THE REQUIREMENTS OF INTELLECTUAL ENDEAVOR REMAIN.

GRADUALLY SOME OF THE GROUND WHICH HAD BEEN LOST WAS WON BACK. CHILD LABOR WAS OUTLAWED, MINIMUM WAGES WERE SET, WORKING HOURS WERE DECREASED--AND WITH THE RESULTING LEISURE MEN COULD ONCE AGAIN CONSIDER IN A SANE MANNER THE WORLD THAT HE LIVED IN.

THE TENDENCY TOWARD SPECIALIZATION, HOWEVER, CONTINUED UNCHECKED. THE SOCIETY WHICH HAD GROWN UP AROUND THE MACHINE NEEDED AND DEPENDED ON THE MINUTE DIVISION OF LABOR. THE SPECIALISTS WORKED JEALOUSLY AND ALONE ON THEIR TASKS. MOHOLY-NAGY WRITES:

THE SPECIALISTS HAD MUCH DETAILED KNOWLEDGE BUT THEIR WORK FLOATED IN THE AIR, MISSING BOTH HUMAN AND SOCIAL DIRECTION. THEY WERE BUSY WITHIN THEIR OWN TERRITORY OF SPECIALIZED TASKS WHICH HAD TRAINED THEM TO "MIND THEIR OWN BUSINESS", NEUTRALIZING HUMAN SYMPATHIES, THE NATURAL SOCIAL REFLEXES OF A HEALTHY DEVELOPED INDIVIDUAL THIS WAS THE AGE OF ISOLATION, MARKED BY FIERCE COMPETITION BETWEEN SPECIALISTS IN THE SAME FIELD WHO AT THE SAME TIME MAINTAINED AN ATTITUDE OF LAISSEZ FAIRE TOWARD ALL OTHERS; CONSEQUENTLY LESSENING THE SENSE OF OBLIGATION TO CO-OPERATE, AND FOSTERING AN UNWILLINGNESS TO SHARE IN THE COMPLEX PROBLEMS OF SOCIETY. THE SPECIALISTS WORKED TO THE BEST OF THEIR ABILITY, AIMING AT OPTIMUM PERFORMANCE OF THEIR GIVEN

TASK, BUT THEIR ACTIONS WERE DETERMINED BY UNRELATED THINKING, WITHOUT THE BROAD VISTA OF SOCIAL PLANNING.
P. 16 VISION IN MOTION

IT WAS NOT UNTIL THE EARLY YEARS OF OUR PRESENT CENTURY THAT THE DANGER IN AN EXCESS OF SPECIALIZATION WAS WIDELY RECOGNIZED, AND ATTEMPTS WERE MADE TO DEAL WITH IT. THE BAUHAUS IN DACHAU, HEADED BY WALTER GROPIUS, WAS ONE OF THE FIRST. IN THIS INSTITUTION, A CONSCIOUS EFFORT WAS MADE TO PROVIDE AN EDUCATION AIMED TOWARD THE INTEGRATION OF MANY EXPERIENCE PATTERNS INTO ONE COMPREHENSIVE OUT-LOOK.

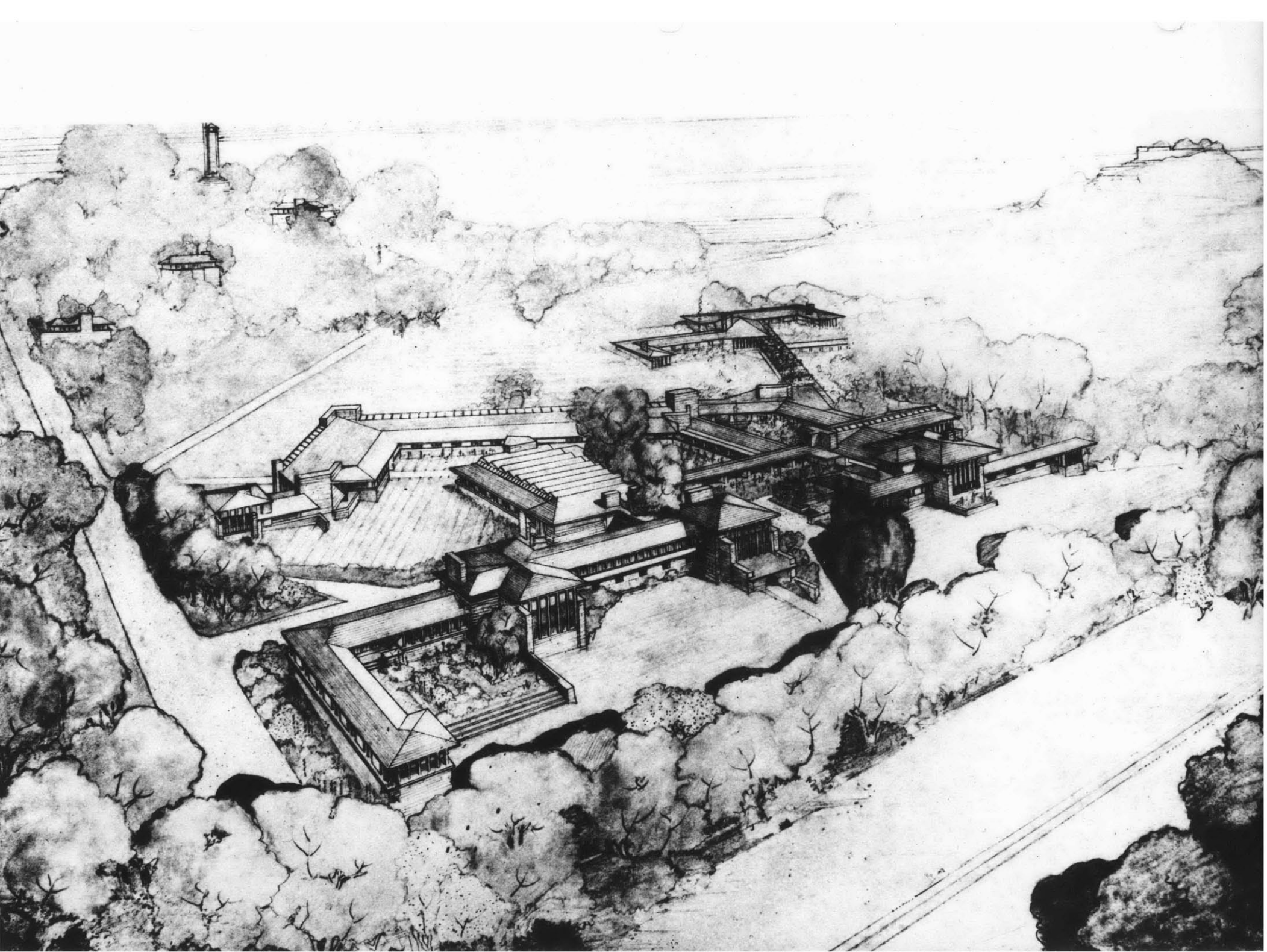
WHAT THE BAUHAUS PREACHED IN PRACTICE WAS THE COMMON CITIZENSHIP OF ALL FORMS OF CREATIVE WORK, AND THEIR LOGICAL INTERDEPENDENCE ON ONE ANOTHER IN THE MODERN WORLD. WALTER GROPIUS, P. 125 BAUHAUS 1919 - 1928.

GROPIUS INVITED LEADING ARTISTS AND THINKERS FROM ALL OVER EUROPE TO TEACH AND WORK THERE, AND THE RESULTING EXPERIENCE WAS AS VALUABLE FOR THEM AS FOR THE STUDENTS THEY INSTRUCTED.

SIMILAR THINKING IN THE FIELDS OF LITERATURE, MUSIC, AND DRAMA PROMPTED THE INFORMAL MEETINGS OF A GROUP OF NEW YORK INTELLECTUALS AT THE HOTEL ALGONQUIN IN THE LATE 20's. HERE SUCH PEOPLE AS ALEXANDER WOOLCOTT, DOROTHY PARKER, GEORGE KAUFMAN, AND EDNA FERBER HELD FORTH IN BRILLIANT FASHION, AND FOUND THE REGULAR

MEETINGS TO BE A VERY IMPORTANT ASSET TO THEIR WORK.
IN MUCH THE SAME WAY, THE LEFT BANK OF PARIS BECAME A
CULTURAL MECCA AFTER THE FIRST WORLD WAR. ERNEST HEMING-
WAY, GERTRUDE STEIN, PICASSO--ALL EXPERIENCED AND APPRE-
CIATED THE STIMULATION PROVIDED BY THIS INTERNATIONAL
GROUP.

THESE EFFORTS, HOWEVER, WERE ALMOST ACCIDENTAL, IN THAT
THERE WAS NO REALLY SOUND AND REALISTIC PLAN. THE ISO-
LATION OF DIFFERENT SEGMENTS OF OUR CULTURE CONTINUED AS
A PROBLEM, AND TODAY DIFFERS ONLY IN THAT IT HAS BECOME
MORE ACUTE.



LAZLO MOHOLY - NAGY JOHN E BURCHARD
ALBERT EINSTEIN JOHN MORRIS GYORGY KEPES
HARRY HOLTZMAN BUCKMINISTER FULLER
PHILIPP FRANK RUTH BENEDICT JULIAN HUXLEY
LEWIS MUMFORD SIEGFRIED GIEDION

THERE IS WIDESPREAD AGREEMENT TODAY, AMONG INTELLECTUAL LEADERS, THAT WE MUST TAKE COMPREHENSIVE AND SUSTAINED ACTION TO PLACE THE INDIVIDUAL ONCE MORE IN THE MAIN-STREAM OF EVENTS. THE THREE SOURCES OF MALADJUSTMENT MENTIONED IN THE FIRST PART MUST BE COMBATED:

(1.) WE MUST TRY HARDER TO OBEY KANT'S THIRD CATEGORICAL IMPERATIVE: ALWAYS TREAT THE INDIVIDUAL AS AN END IN HIMSELF--NEVER AS A MEANS TO AN END. THE FREEDOM AND DIGNITY OF THE INDIVIDUAL IS MORE IMPORTANT THAN THE SUCCESS OF AN ABSTRACT SOCIAL SCHEME, FOR IF THE

SEPARATE UNITS OF THE GROUP LOSE THEIR SENSE OF PURPOSE,
 THEN ANY MATERIAL SUCCESS FOR THE GROUP AS A WHOLE IS
 WORTHLESS. EFFICIENCY AND QUANTITY ARE NOT GOALS TO BE
 STRIVEN FOR AT THE EXPENSE OF A HEALTHY HUMAN EXISTENCE.

LEWIS MUMFORD WRITES:

THE FINAL TEST OF AN ECONOMIC SYSTEM IS NOT THE TONS
 OF IRON, THE TANKS OF OIL, OR THE MILES OF TEXTILES IT
 PRODUCES; THE FINAL TEST LIES IN ITS ULTIMATE PRO-
 DUCTS--THE SORT OF MEN AND WOMEN IT NURTURES AND THE
 ORDER AND BEAUTY AND SANITY OF THEIR COMMUNITIES.

(2). WE MUST MAKE A GREATER EFFORT TO RESTORE SPIRITU-
 AL STABILITY. THIS CAN ONLY BE DONE BY A SEARCHING RE-
 EXAMINATION OF THE ELEMENTS OF LIFE TODAY, THEIR MEANING
 AND SIGNIFICANCE FOR THE INDIVIDUAL. PERHAPS IN THIS
 WAY WE CAN REESTABLISH A PATTERN WHICH HAS MEANING AND
 DIRECTION.

(3). WE MUST FREE THE SPECIALIST FROM HIS PRISON OF
 ISOLATION. WE MUST MAKE IT POSSIBLE FOR HIM TO FEEL HIM-
 SELF PART OF A LARGER COMMUNITY OF EFFORT, AND TO DEVELOP
 AND GROW WITH THAT EFFORT. **U. C. WHYTE, IN THE NEXT**
DEVELOPMENT OF MAN, SAYS:

NO DEVELOPMENT EVER CONTINUES IN ISOLATION, AND THE
 DEVELOPMENT OF THE INDIVIDUAL, IN THE SENSE OF THE FORMA-
 TION OF NOVEL AND MORE HIGHLY ORGANIZED FORMS, CAN ONLY
 OCCUR AS PART OF A WIDER SYSTEM. P.

FURTHER, WE MUST ENCOURAGE A NEW SORT OF TOLERANCE AND CO-OPERATION BETWEEN INDIVIDUALS UNDER DIFFERENT DISCIPLINES. WE MUST DISCOURAGE THE ANTAGONISM AND RIVALRY WHICH TOO OFTEN CHARACTERIZES THEIR ACTIVITIES. RUTH BENEDICT STATES THE CASE IN HER PATTERNS OF CULTURE :

RIVALRY IS NOTORIOUSLY WASTEFUL. IT RANKS LOW IN THE SCALE OF HUMAN VALUES. IT IS A TYRANNY FROM WHICH, ONCE IT IS ENCOURAGED IN ANY CULTURE, NO MAN CAN FREE HIMSELF. THE WISH FOR SUPERIORITY IS GARGANTUAN; IT CAN NEVER BE SATISFIED. P.

THE INDIVIDUAL CAN NOT DEVELOP TO ANYTHING LIKE HIS REAL CAPACITIES UNLESS HE IS WORKING IN AND WITH A DEFINITE STREAM OF CULTURAL ACTIVITY. ONE NEVER KNOWS FROM WHERE INSPIRATION WILL COME. A NEW THEORY IN PHYSICS MAY OPEN THE EYES OF AN ARTIST TO A NEW REALITY, WHICH HE THEN TRIES TO REPRESENT. A NEW SOCIAL CONCEPT MAY INSPIRE A SYMPHONY, OR THE INVESTIGATIONS OF A BIOLOGIST MAY GIVE THE LOGIC FOR A NEW STRUCTURAL SYSTEM. AN INVENTION, LIKE THE ELECTRON MICROSCOPE, MAY CHANGE THE SPIRITUAL CONCEPTIONS OF MAN. WE CAN BE CERTAIN THAT GREAT CULTURAL ACHIEVEMENTS CAN BE EXPECTED IN OUR SOCIETY ONLY WITH CO-OPERATION AND CO-ORDINATION OF THE SEPARATE ACTIVITIES.

NO INDIVIDUAL CAN ARRIVE EVEN AT THE THRESHOLD OF HIS POTENTIALITIES WITHOUT A CULTURE IN WHICH HE PARTICIPATES. CONVERSELY, NO CIVILIZATION HAS IN IT ANY

ELEMENT WHICH IN THE LAST ANALYSIS IS NOT THE CONTRIBUTION OF AN INDIVIDUAL. RUTH BENEDICT P. PATTERNS OF CULTURE.

THE QUESTION BEFORE US IS HOW TO ACHIEVE ALL THIS, WITHIN THE FRAMEWORK OF OUR SOCIETY. THE FIRST AND MOST OBVIOUS WAY IS TO REMODEL THE EDUCATIONAL PROGRAMS IN OUR SCHOOLS. PROGRESS IS NOW BEING MADE IN THAT DIRECTION, SPARKED BY THE WRITINGS AND TEACHINGS OF SUCH PROGRESSIVE THINKERS AS L. MOHOLY-NAGY, GYORGY KEPES, AND BUCKMINSTER FULLER. THE PIONEER EFFORTS OF THE BAUHAUS ARE BEING STUDIED AND REAPPLIED WITH SIGNIFICANT SUCCESS IN SUCH SCHOOLS AS THE INSTITUTE OF DESIGN IN CHICAGO. PROGRAMS OF HUMANITIES ARE BEING INTRODUCED INTO TECHNICAL SCHOOLS, AND OVERLAPPING FIELDS OF STUDY ARE BEING RECOGNIZED BY COMBINATION COURSES AND DEGREES. GRADUALLY THE DEVELOPMENT OF PATTERNS OF COMPREHENSIVE INSIGHT ARE BEING ACCREDITED ABOVE AN ACCUMULATION OF FACTS AND SKILLS.

ON THE NATIONAL AND INTERNATIONAL SCALE, PROGRAMS OF CULTURAL CO-OPERATION ARE BEING INAUGURATED, AND ARE ALREADY CONSIDERED VITALLY IMPORTANT BY NEARLY EVERY GOVERNMENT OF THE WORLD. THE STATE DEPARTMENT, IN ITS REPORT OF THE ACTIVITIES OF THE INTERDEPARTMENTAL COMMITTEE ON SCIENTIFIC AND CULTURAL CO-OPERATION, STATES:

ONLY WITH SOME DEGREE OF UNDERSTANDING AND SOME MEETING OF MEN'S MINDS CAN THE PEOPLES OF THE EARTH WORK TOGETHER

FOR THEIR MATERIAL BENEFIT....ACCORDINGLY, PROGRAMS OF SCIENTIFIC AND CULTURAL RELATIONS CONDUCTED BILATERALLY WITH OTHER COUNTRIES ARE PLAYING AN INCREASINGLY IMPORTANT ROLE IN THE NATIONAL AFFAIRS OF THE GREAT AND SMALL COUNTRIES OF THE WORLD. P. 1

SO FAR, THEIR CONTRIBUTION HAS CONSISTED MOSTLY OF A PROGRAM OF EXCHANGE OF STUDENTS, BOTH UNDER-GRADUATE AND GRADUATE; IN CONFERENCES; AND IN PROGRAMS OF ASSISTANCE AND AID.

BUT NEITHER SCHOOLS NOR GOVERNMENT-AIDED PROJECTS CAN GIVE A COMPLETE ANSWER TO THE PROBLEM AT HAND. THE AVERAGE PERSON HAS FINISHED HIS EDUCATION BEFORE HE IS TWENTY-FIVE. FOR THE NEXT FIFTY--HIS MOST ACTIVE AND USEFUL YEARS--HE IS ON HIS OWN. WE MUST SET AS OUR OBJECTIVE DURING THIS PERIOD THE CONTINUED GROWTH AND DEVELOPMENT OF THE INDIVIDUAL IN THE PATTERN SET BY OUR AWAKENED SCHOOLS. FOR THE MOST PART, THIS MUST BE DONE BY INFORMAL EFFORTS, WHICH ARE FREE AND UNCOMMITTED TO ANY DEFINITE LINE OF ACTION. THE MAGAZINE "TRANSFORMATION" REPRESENTS A GOOD APPROACH. IT IS A WRITTEN FORUM, EDITED BY HARRY HOLTZMAN, AND TO WHICH THE OUTSTANDING THINKERS OF OUR DAY CONTRIBUTE ARTICLES EXPLAINING AND DISCUSSING THEIR WORK. THE PUBLICATION PROVIDES BOTH AN OUTLET FOR CURRENT IDEAS AND INVESTIGATIONS, AND AN INTEGRATED VIEW OF OUR CULTURAL GROWTH.

trans formation:
arts
communication
environment

a world review

editor harry holtzman
associate martin james, *brooklyn college, n. y.*

consulting editors d. d. bourland, jr., *cambridge, mass.*
nicolas calas, *new york*
le corbusier, *paris, france*
stuart davis, *new york*
marcel duchamp, *new york*
johnson e. fairchild, *the cooper union, new york*
buckminster fuller, *new york*
milton gendel, *rome, italy*
sigfried giedion, *zurich, switzerland*
s. i. hayakawa, *chicago, illinois*
s. w. hayter, *brooklyn college, n. y.*
gyorgy kepes, *massachusetts institute of technology, mass.*
gilbert k. krulee, *massachusetts institute of technology, mass.*
janet leckie, *new york*
s. n. naysmith, *the miller company, meriden, conn.*
norman t. newton, *harvard university, mass.*
g. sarabhai, *ahmedabad, india*
hoyt l. sherman, *ohio state university, ohio*
laura thompson, *new york*
jaqueline tyrwhitt, *association for planning, london, england*
nelly van doesburg, *paris, france*
george k. zipf, *harvard university, mass.*

design and production harry holtzman, martin rosenzweig

editorial office 112 east 18th st., new york 3, n. y.

business office wittenborn, schultz, inc., publishers
38 east 57th st., new york 22, n. y.

subscriptions annual subscription, three issues, \$3.75 (u.s.)
single issues \$1.50 (u.s.)
foreign countries: extra postage per year 45 cents
single issues 15 cents

manuscripts manuscripts (accompanied by stamped self-addressed envelope) and books (for review) should be addressed to the editor.

copyright 1950 wittenborn, schultz, inc., publishers

volume
number

trans formation:

affirms that art, science, technology are interacting components of the *total human enterprise* . . .

but today they are too often treated as if they were cultural isolates and mutually antagonistic.

lack of time, misinformation, specialized terminology make it hard to keep pace with advances in all fields. it is difficult enough to keep pace with a single one.

will cut across the arts and sciences by treating them as a *continuum*.

will provide authentic glimpses into the *emerging forms of the 'now'*.

will present *unifying views*. specialization is a condition for progress but we are opposed to mutual ignorance, prejudice, cultural civil war.

will emphasize the dynamic process view as against static absolutes . . . open as against closed systems . . . culture under transformation.

THERE ARE, HOWEVER, OBVIOUS LIMITATIONS TO THE WRITTEN WORD, ESPECIALLY WHEN IT IS USED TO DISCUSS CONTROVERSIAL SUBJECTS. THERE IS NO REAL SUBSTITUTE FOR THE GIVE AND TAKE OF VERBAL EXCHANGE. SOME OF THE GREAT FOUNDATIONS HAVE RECOGNIZED THIS, AND HAVE INITIATED PERIODIC CONFERENCES ON VARIOUS SUBJECTS OF CULTURAL AND SOCIAL SIGNIFICANCE. CONFERENCES OF THIS SORT SEEM TO BE VERY EFFECTIVE, FOR THEY PROVIDE THE PERSONAL CONTACT WHICH IS ESSENTIAL TO THE FREE AND UNINHIBITED EXCHANGE OF IDEAS. THEY CONTRIBUTE A GREAT DEAL IN THE FORMULATION OF PROBLEMS, WHICH IN CULTURAL MATTERS, IS TANTAMOUNT TO SOLUTION. THE MACY FOUNDATION, AMONG OTHERS, HAS HELD CONFERENCES INQUIRING INTO A NEW SYMBOLISM, BY MEANS OF WHICH THE MEMBERS OF DIFFERENT DISCIPLINES COULD MORE EASILY COMMUNICATE WITH EACH OTHER. ASPEN, COLORADO, HAS BEEN THE SCENE OF ANNUAL CONFERENCES SINCE THE GOETHE FESTIVAL OF 1949. THIS YEAR IT IS SPONSORED BY WALTER PAEPKE AND HAS AS ITS SUBJECT, "DESIGN AS A FUNCTION OF MANAGEMENT."

THE REAL WORTH, HOWEVER, OF SUCH CONFERENCES IS NOT SO MUCH IN THE SOLVING OF CERTAIN PROBLEMS AS IT IS THE MENTAL STIMULATION OF THE PARTICIPANTS.

IN ALL NEGOTIATIONS OF DIFFICULTY, A MAN MAY NOT LOOK TO SOW AND REAP AT ONCE; BUT MUST PREPARE BUSINESS, AND SO RIPEN IT BY DEGREES. ROGER BACON.

IT IS HIGHLY REFRESHING FOR A SPECIALIST, LONG IM-
MERSED IN THE COMPLEXITIES OF SOME ESOTERIC RESEARCH
JOB, TO LEARN OF WHAT HIS COLLEAGUES ARE DOING, AND TO
PUT HIS OWN LABORS IN THEIR PROPER PLACE AND WORLD-SCALE.
SUCH CONTACTS PROVIDE THE NECESSARY KNOWLEDGE BY WHICH
HE CAN CO-ORDINATE HIS ACTIVITIES, IN ORDER TO AVOID
DUPLICATION OF EFFORT AND TAKE ADVANTAGE OF THE IN-
VESTIGATIONS OF OTHERS. HE IS SURE TO LEAVE SUCH A
GATHERING A RICHER MAN THAN WHEN HE CAME.

WE HAVE REASON TO BELIEVE THAT MANY MORE OF THESE CON-
FERENCES WILL BE SPONSORED IN THE FUTURE, FOR THE
FOUNDATIONS THEMSELVES NOW RECOGNIZE THAT THEY HAVE BEEN
UNDULY NEGLECTING THIS SORT OF THING. THE BOOK, FUNDS
AND FOUNDATIONS, BY ABRAHAM FLEXNER DISCUSSES THE ACTI-
VITIES OF SUCH FOUNDATIONS AS THE FORD AND THE ROCKE-
FELLER. THE AUTHOR CONCLUDES THAT THERE IS A LAMENTABLE
LACK OF ATTENTION GIVEN BY THESE GREAT CHARITABLE OR-
GANIZATIONS TO MORE STRICTLY CULTURAL ACTIVITIES. THE
FORD AND ROCKEFELLER FOUNDATIONS RECENTLY DEMONSTRATED
A CHANGE OF HEART: WHEN A NEW GROUP ASKED ADVICE AS TO
HOW IT SHOULD SPEND ITS FUND, THEY RECOMMENDED THE HU-
MANITIES. THE NEWCOMER THEREUPON APPOINTED EIGHT
RENOWNED BUT RETIRED PROFESSORS, TO CONTINUE TEACHING
ENGLISH, HISTORY, AND PHILOSOPHY AT VARIOUS COLLEGES
AROUND THE COUNTRY. THE FORD FOUNDATION ITSELF RECENTLY

SET ASIDE A SIZABLE SUM FOR INVESTIGATIONS INTO VARIOUS SUBJECTS STRICTLY OF A PHILOSOPHICAL NATURE.

BUT WHAT IS NEEDED IS TO ENCOURAGE SUCH TENTATIVE AND SPORADIC CONFERENCES AS ARE BEING HELD NOW, AND ORGANIZE THEM INTO A SINGLE COMPREHENSIVE PROGRAM OF CONFERENCE ACTIVITY. ONE WAY TO ACCOMPLISH THIS WOULD BE TO ESTABLISH NUCLEI--CULTURAL TRADING POSTS, WHERE THE INTELLECTUAL LEADERS OF OUR TIME CAN MEET, DISCUSS, AND EXCHANGE IDEAS IN AN ENVIRONMENT CONDUCIVE TO THOUGHT AND CONTEMPLATION. THESE CULTURAL CONFERENCE CENTERS WOULD PLAN FOR THE ENTIRE NEEDS OF THE CONFEREES, AND PROVIDE THE FACILITIES NECESSARY FOR THE PROPER FUNCTIONING OF THE CONFERENCES. SUCH CENTERS WOULD SERVE TO UNITE THE ISOLATED EFFORTS OF FOUNDATIONS, UNIVERSITIES AND INDIVIDUALS, AND WOULD HELP IMMEASURABLY TOWARD ACHIEVING A TRUE INTEGRATED CULTURE.

PART TWO — A SOLUTION



PURPOSE

IT IS THE PURPOSE OF THIS THESIS TO CREATE A PROTOTYPE CULTURAL CONFERENCE CENTER. THIS PROJECT WOULD BE AN EXPERIMENT, THE SUCCESS OF WHICH WOULD DETERMINE HOW QUICKLY THE IDEA WOULD SPREAD. IF THE CENTER WORKED WELL, THE PRINCIPLE OF IT COULD BE APPLIED IN MANY LOCALITIES, FOR ITS FUNCTIONAL RELATIONSHIP TO OUR SOCIETY IS NOT REGIONAL, BUT UNIVERSAL.

OBJECTIVE

OUR OBJECTIVE IS TO CREATE A STIMULATING AND REFRESHING ENVIRONMENT FOR THE EXCHANGE OF IDEAS. THIS OBJECTIVE WOULD HAVE TO BE ACHIEVED BY THE COORDINATED DEVELOPMENT OF THOSE ELEMENTS NECESSARY FOR THE PHYSICAL FUNCTIONING OF THE CENTER: THE SITE AND ITS DEVELOPMENT, AND THE ORGANIZATIONAL REQUIREMENTS OF THE CENTER.

WHEN A CONFERENCE IS DECIDED UPON BY A FOUNDATION, UNIVERSITY, OR OTHER SPONSOR, THE CENTER WOULD BE NOTIFIED. IF THE CENTER HAD NOT ALREADY MADE CONFLICTING COMMITMENTS, THE CONFERENCE WOULD BE SCHEDULED AND ARRANGEMENTS BEGUN. FROM THEN ON, THE CENTER WOULD BE RESPONSIBLE FOR THE NECESSARY PREPARATIONS, INCLUDING THE ISSUING OF INVITATIONS TO THOSE WHOM THE SPONSOR FELT WOULD HAVE SOME CONTRIBUTION TO MAKE TO THE SUBJECT UNDER DISCUSSION. THE CENTER RESEARCH STAFF WOULD BEGIN, A CONSIDERABLE TIME IN ADVANCE OF THE BEGINNING OF THE CONFERENCE, THE COLLECTION AND PREPARATION OF SUCH DATA AS WOULD BE NECESSARY AND PERTINENT TO THE SUBJECT. IT IS NOT EXPECTED THAT THIS WOULD BE AN EXTENSIVE ACCUMULATION, FOR IT WOULD BE SUPPLEMENTED BY ANOTHER FACILITY--AN ELECTRONICS LIBRARY. BY MEANS OF THIS DEVICE, THE CONFEREES WOULD HAVE DIRECT ACCESS TO SOME GREAT LIBRARY LIKE THE LIBRARY OF CONGRESS, AND COULD QUICKLY GET SUCH INFORMATION AS THEY WOULD NEED THROUGH THE MEDIUM OF RADIO, TELETYPE, AND TELEVISION. HOWEVER, IT SHOULD BE MADE CLEAR THAT--IN THE TYPE OF CONFERENCES BEING HELD HERE-- THE MOST IMPORTANT CONTRIBUTIONS WOULD COME FROM THE CONFEREE'S

PERSONAL EXPERIENCE AND INVESTIGATIONS, RATHER THAN FROM OTHER'S WORKS.

THE CONFERENCES COULD BE EXPECTED TO LAST ANYWHERE FROM ONE TO SIX WEEKS. FORMAL DISCUSSION WOULD LAST ONLY A PART OF THE DAY, ALLOWING TIME FOR RELAXATION, LEISURE, AND INFORMAL GATHERINGS.

IT IS PROBABLE THAT AS MUCH GAIN WOULD BE REALIZED ON THE CONFEREE'S PART AFTER FORMAL CONFERENCE HOURS AS DURING THEM. IT IS CONCEIVED THAT THE CENTER WOULD OPERATE ONLY AS A SUMMER FACILITY, TAKING ADVANTAGE OF THE MOST PLEASANT TIME OF THE YEAR.

CONSIDERING THE HIGH LEVEL OF THE SUBJECTS UNDER DISCUSSION, A GREAT MANY OF THOSE WHO WOULD BE INVITED TO PARTICIPATE WOULD BE CONNECTED WITH INSTITUTIONS OF LEARNING AND RESEARCH.

THE CENTER WOULD ALSO BE RESPONSIBLE FOR THE EDITING AND PUBLISHING OF THE RESULTS OF THE CONFERENCES. IT WOULD MAINTAIN THE NECESSARY RADIO AND TV FACILITIES TO ALLOW CONTROLLED INTERVIEWS AND DISCUSSIONS TO BE BROADCAST.

PUBLIC ACCESS TO THE CENTER WOULD BE PERMITTED DURING CERTAIN HOURS AND FOR CERTAIN OCCASIONS,

BUT FOR THE MOST PART WOULD BE STRICTLY CONTROLLED. THE MOOD OF THE CENTER MIGHT BE ENDANGERED BY HORDES OF CURIOSITY SEEKERS. HOWEVER, VISITORS WHO ARE GENUINELY INTERESTED SHOULD BE ENCOURAGED TO GET ACQUAINTED WITH THE ACTIVITIES GOING ON. THOSE WHO COULD ACTUALLY CONTRIBUTE TO THAT ACTIVITY WOULD BE WELCOME AT ANY TIME.

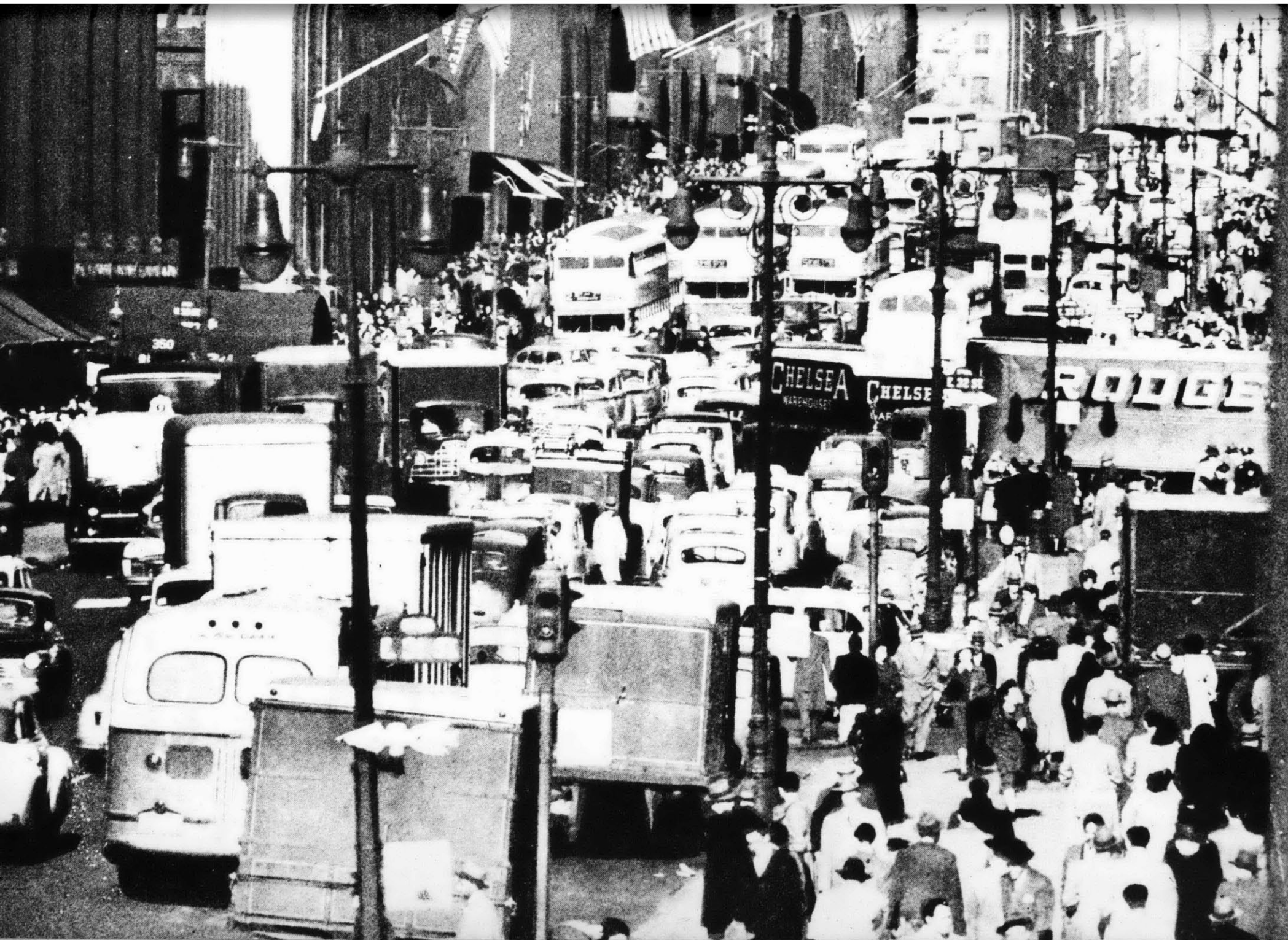
THE NEED FOR INTIMATE, PERSONAL CONTACT, WHICH IS CONSIDERED SO ESSENTIAL, WILL LIMIT THE SIZE OF THE CONFERENCES. THEY WOULD RARELY EXCEED FIFTY PARTICIPANTS, AND WOULD OFTEN BE LIMITED TO AS FEW AS TEN. IT HAS BEEN FOUND THAT LARGER NUMBERS DAMPEN THE SPONTANEITY OF THE DISCUSSIONS, AND TEND TO MAKE THEM TOO SLOW-MOVING AND PONDEROUS AN AFFAIR. STRANGELY ENOUGH, AN EXCESSIVE NUMBER OF PARTICIPANTS ACTUALLY LIMITS THE NUMBER OF WORTH-WHILE CONTACTS WHICH ARE MADE INSTEAD OF INCREASING THEM.

FURTHER, THE NUMBER OF CONFERENCES WHICH CAN GO ON SIMULTANEOUSLY SHOULD BE RESTRICTED TO NO MORE THAN FOUR OR FIVE AT MOST. WITHOUT SUCH A LIMITATION THE WHOLE CENTER MIGHT BECOME A VAST ARENA OF CONFUSION. THE NECESSARY RESEARCH, RECORDS, AND PUBLICATIONS FOR EACH CONFERENCE MUST BE KEPT SEPARATE AND DISTINCT. INVESTIGATION SHOWS THAT THE NUMBER

OF WORKERS REQUIRED FOR THESE SERVICES INCREASES OUT OF ALL PROPORTION TO THE NUMBER OF CONFEREES IF THE SUGGESTED QUOTA OF SIMULTANEOUS CONFERENCES IS EXCEEDED. ALSO, IT SHOULD BE STRESSED THAT THE MOST IMPORTANT EFFECTS OF THESE CONFERENCES, THE IMPACT ON THE INDIVIDUAL CONFEREE, WOULD BE CONSIDERABLY ENDANGERED IF THE QUIET, RELAXED, AND INFORMAL FEELING WERE SACRIFICED IN ANY WAY. FOR THESE REASONS, FACILITIES FOR NO MORE THAN 150 CONFEREES WOULD BE PROVIDED; IT IS ASSUMED THAT AT LEAST HALF OF THE CONFEREES WOULD BE MARRIED AND WOULD BRING THEIR WIVES.

THE SERVICES FOR THE CENTER MUST BE COMPETENT AND EFFICIENT. GREAT CONSIDERATION MUST BE SHOWN FOR THE CONFEREES IN ALL THOSE FACILITIES PROVIDED FOR THEIR CONVENIENCE AND COMFORT. BUT FOR ALL THE EFFICIENCY OF THE CENTER, IT SHOULD NOT TAKE ON THE CHARACTER OF THE STREAMLINED, MACHINE-LIKE, EFFICIENCY-PLUS ATMOSPHERE OF OUR URBAN SURROUNDINGS. THE PRIMARY OBJECTIVE IS TO PROVIDE AN ATMOSPHERE, AND "EFFICIENCY" SHOULD NOT INTERFERE.

THE SELECTION OF A SITE



WE BELIEVE IT TO BE ESSENTIAL TO PLACE THE CENTER
IN NATURAL SURROUNDINGS OF BEAUTY AND SERENITY.
THE FURTHER WE CAN GET FROM THE "GREAT STONE DESERTS"--
THE SOUNDS OF AUTO HORNS AND SQUEALING TIRES, THE
WAIL OF SIRENS AND THE SMOKE OF INDUSTRY--THE BETTER.
EVEN THOUGH THE INDIVIDUALS WHO WOULD BE INVITED
TO THE CONFERENCES MIGHT BE ACCUSTOMED TO SUCH
DISTRACTIONS, THEY COULD BE EXPECTED TO WELCOME A
RESPITE FROM THEM. AN ATTRACTIVE, PASTORAL SETTING
HAS A STRANGE POWER OVER PEOPLE, AND OVER THEIR MINDS.
IN SUCH AN ENVIRONMENT, IT SEEMS EASIER TO BREATHE,
TO THINK, AND TO HOPE; TO TAKE STOCK OF OURSELVES;
TO REFRESH OUR SPIRIT AND GIVE MEANING TO OUR
EXISTENCE.

THE SETTING OF THE CENTER SHOULD BE RURAL IN CHARACTER,
BUT NOT PRIMITIVE. IT SHOULD OFFER THE ATTRACTIONS
OF NATURE UNDER CONTROL AND GUIDANCE. IT SHOULD
HAVE SOMEWHAT OF THE ARTFUL IMITATION OF NATURE AT
ITS BEST, WHICH THE JAPANESE DO WITH SUCH SKILL. IT
SHOULD HAVE VARIETY, LIFE, AND CONTRAST IN ABUNDANCE.
IT SHOULD BE AN EXPERIENCE IN ITSELF.

IN ADDITION TO THE IMPORTANT PROBLEM OF A SETTING,
THE SELECTION OF A SITE MUST ALSO DEPEND ON OTHER FACTORS.



CONSIDERATION MUST BE GIVEN TO A LOGICAL PLACE IN THE CULTURAL ACTIVITY OF OUR COUNTRY AT THE PRESENT TIME. THE ADJOINING MAP SHOWS THAT THE GREATEST CONCENTRATION OF COLLEGES IN THE U.S. IS IN THE EASTERN AND NEW ENGLAND AREA. IT IS FROM THERE, THEN, THAT WE CAN EXPECT THE MAJORITY OF CONFEREES TO COME. FURTHER, THE NEW ENGLAND AREA IS ACTUALLY CLOSE TO THE CENTER OF THAT PORTION OF THE WORLD DEFINED AS WESTERN, AND IT IS WITH THIS CULTURE THAT WE ARE MOST INTIMATELY CONNECTED. THERE HAS ALWAYS BEEN A STRONG RECIPROCAL CULTURAL INFLUENCE BETWEEN EUROPE AND THE EASTERN SEABOARD OF THE U.S. PARTLY DUE TO THE EASE OF COMMUNICATING BETWEEN THE TWO AND PARTLY DUE TO HISTORICAL TIES.

THE SITE SELECTED IS THE PENINSULA OF LAND IN HINGHAM HARBOR KNOWN AS WORLD'S END. A BEAUTIFULLY DEVELOPED TRACT OF 250 ACRES, IT IS SITUATED ON THE ATLANTIC OCEAN JUST 45 MILES--AN HOUR'S DRIVE-- FROM BOSTON, MASSACHUSETTS. IT WAS ORIGINALLY LANDSCAPED BY THE OLMSTEAD BROTHERS IN 1894 IN PREPARATION FOR SALE AS SUBDIVISION LOTS. THIS PLAN NEVER MATERIALIZED, AND THE LAND IS NOW IN AN UNSPOILED STATE OF PRESERVATION.



LOCATION OF U. S. COLLEGES AND UNIVERSITIES



THE SITE IS SURROUNDED ON THREE SIDES BY WATER, AND CAN BE EASILY DEVELOPED FOR BOATING AND BATHING. IT HAS AN INTERESTING VARIETY OF TOPOGRAPHIC FEATURES, VARYING FROM HILLS TO FLATS, FROM RUGGED TO SMOOTH TERRAIN. IT HAS A PLEASANT CONTRAST OF FOLIAGE AND VEGETATION, RANGING FROM HEAVILY WOODED AREAS TO OPEN GRASSY FIELD. THE PENINSULA ORIGINALLY HAD NO TREES ON IT, BUT SINCE THE 19TH CENTURY LANDSCAPING DEVELOPMENT THERE ARE LARGE TREES LINING THE ONCE-PLANNED STREETS. IT IS SOMETHING OF AN OTHER-WORLD EXPERIENCE TO WALK DOWN THESE STREETS COMPLETELY MATTED WITH GRASS, A DOUBLE ROW OF TREES MARKING A CURVING PATH AHEAD.

THE VIEW ON THREE SIDES IS MAGNIFICENT, WITH THE EYE PASSING FROM WOODED SHORELINE OVER THE MANY ISLANDS WHICH DOT THE BAY TO THE HORIZON OF THE ATLANTIC OCEAN. ON THE FOURTH SIDE, TOWARD THE EAST, IS THE PENINSULA OF NANTASKET WITH ITS GREAT BEACH AND RECREATIONAL FACILITIES.

WORLD'S END IS EASY TO REACH. A NETWORK OF HIGHWAYS PASSES NEARBY AND CAN EASILY BE TAPPED. THE NANTASKET FERRY, WHICH OPERATES SIX MONTHS OF THE YEAR, PASSES WITHIN A HUNDRED YARDS OF THE SITE. A SYSTEM OF AIR LANDING FACILITIES COULD BE PROVIDED IF THE NEED WERE TO BE ESTABLISHED.

THE SITE OF WORDD'S END HAS GREAT POTENTIALITIES
AS THE LOSATION FOR A CULTURAL CONFERENCE CENTER.
DEVELOPED WITH SKILL AND IMAGINATION, IT COULD
VERY EASILY BECOME "AN EXPERIENCE IN ITSELF".



IT IS MOST IMPORTANT THAT THE INSPIRATIONAL QUALITY DESIRED OF THE SITE IS NOT CONTRADICTED BY THOSE ELEMENTS WHICH TAKE CARE OF THE ORGANIZATIONAL REQUIREMENTS. THE HOUSING OF THESE FUNCTIONS MUST BE CAREFULLY INTEGRATED WITH THE LIFE AND SPIRIT OF THE CENTER. THE WHOLE PATTERN OF THE CENTER SHOULD ACHIEVE THE SORT OF TOTALITY WE WOULD WISH THE INDIVIDUAL CONFEREES TO ACQUIRE WHILE HERE.

BECAUSE THE CENTER IS A PROTOTYPE AND HAS NO PREDESSOR, MANY OF THE ORGANIZATIONAL AND DESIGN REQUIREMENTS WILL HAVE TO BE ARBITRARILY SET, ALLOWING FOR THE POSSIBILITY OF CHANGE AFTER THE CENTER HAS BEGUN OPERATION. BUT AS NOW CONCEIVED, THE FUNCTIONS OF THE CENTER DIVIDE ITS SPACE REQUIREMENTS INTO TWO BASIC PARTS:

1. THE CONFERENCE AREA, INCLUDING

- A. STAFF FACILITIES FOR ADMINISTRATION AND RESEARCH,
- B. GENERAL CONFERENCE SPACES ,

2. THE HOUSING AREA, INCLUDING

- A. HOUSING UNITS FOR CONFEREES,
- B. RELAXATION AND CONVERSATION AREAS,
- C. SNACK BAR AND RESTAURANT FACILITIES.

A DETAILED ANALYSIS IS AS FOLLOWS:

CONFERENCE AREA

1. STAFF FACILITIES SHOULD INCLUDE:

A. OFFICES FOR THE ADMINISTRATIVE STAFF

(A DIRECTOR, TWO ASSISTANTS, AND TWO SECRETARIES). IT IS IN THIS AREA THAT THE BUSINESS FUNCTIONS OF THE CENTER WOULD TAKE PLACE. THE STAFF ISSUES INVITATIONS, SCHEDULES ACTIVITIES, HANDLES FINANCIAL AND CLERICAL WORK, AND MANAGES THE COORDINATED ACTIVITIES OF THE CENTER.

B. OFFICES AND WORK SPACE FOR THE RESEARCH

STAFF (RESEARCH DIRECTOR, FOUR ASSISTANTS, AND TWO SECRETARIES). THE RESEARCH STAFF PREPARES THE NECESSARY DATA AND INFORMATION REQUIRED FOR THE CONFERENCES AND ORGANIZES THE COMMUNICATIONS FOR THE CONFERENCES; IT ALSO PROCESSES DOCUMENTS FOR PUBLICATION, DIRECTS RADIO, TV, AND WIRE ACTIVITIES.

2. CONFERENCE FACILITIES SHOULD INCLUDE

- A. GENERAL MEETING HALL. OCCASIONALLY THERE WILL BE HELD AN EXTRA-LARGE CONFERENCE OR A GENERAL MEETING OF ALL THE CONFERENCES OR

- A MEETING WITH LIMITED PUBLIC ATTENDANCE. THIS HALL PROVIDES AN ENCLOSED SPACE FOR SUCH MEETINGS; CAPACITY APPROXIMATELY 250.
- B. CONFERENCE ROOMS. THE AREAS WHERE THE CONFERENCES ACTUALLY MEET NEED TO BE HIGHLY FLEXIBLE. NO SET PATTERN OF PROCEDURE IS IN ORDER DURING THE CONFERENCE, AND MANY MAY TAKE ON EXTREME INFORMALITY IN SIMPLE CONVERSATION GROUPS AND SIMILAR GATHERINGS. PROVISIONS FOR FOUR CONFERENCES WITH CAPACITY OF FIFTY EACH SHOULD BE PROVIDED.
- C. LIBRARY. A VERY LIMITED SHOULD BE PROVIDED FOR THE STORAGE OF INFORMATION OBTAINED FOR THE CONFERENCES BY THE RESEARCH STAFF. ACCESS IS NEEDED FOR STAFF AND CONFEREES.
- D. LOUNGES AND RELAXATION AREAS. THERE SHOULD BE AMPLE PROVISION FOR LEISURE IN THE CONFERENCE ACTIVITIES OF A RESTRAINED NATURE.
- E. VISUAL AIDS ROOM. AN AREA OF APPROXIMATELY 75 CAPACITY SHOULD BE PROVIDED IN THE CONFERENCE AREA READILY ACCESSIBLE TO ALL.
- F. OUTDOOR ASSEMBLY AREA. A MEETING PLACE SHOULD BE PROVIDED FOR LARGE GATHERINGS FOR INTERCONFERENCE MEETINGS AND LIMITED ENTERTAINMENT (RECITALS, SMALL DRAMATIC PRODUCTIONS) CAPACITY APPROXIMATELY 350.

HOUSING AREA

I. HOUSING UNITS FOR CONFEREES SHOULD INCLUDE

A. FACILITIES FOR MARRIED AND SINGLE CONFEREES

AND GUESTS. WHILE IT IS EXPECTED THAT APPROXIMATELY ONE-HALF THE CONFEREES WILL BRING THEIR WIVES (OR HUSBANDS), IT IS DESIRABLE THAT THE UNITS BE EASILY CONVERTABLE TO HOUSE EITHER INDIVIDUALS OR COUPLES. THE HOUSING UNITS SHOULD PROVIDE THE PRIVACY SO NEEDED WHERE A PERSON CAN RETREAT TO AFTER THE DAY'S ACTIVITIES. IT SHOULD CONTAIN MINIMUM COOKING FACILITIES FOR FIXING BREAKFASTS AND REFRESHMENTS. HOUSING SHOULD BE READILY ACCESSIBLE TO AREAS FOR RELAXATION AND CONVERSATION, SINCE MUCH OF THE STIMULATION OF THE CENTER WILL BE FOUND AFTER FORMAL CONFERENCE HOURS.

B. RELAXATION AND CONVERSATION AREAS. AMPLE PROVISION SHOULD BE MADE FOR SMALL INFORMAL GATHERINGS AND DISCUSSIONS, EASILY ACCESSIBLE AND INTIMATE.

C. RESTAURANT AND SNACK BAR. WHILE SNACKS COULD BE SERVED IN ALMOST ANY ACTIVITY AREA, THE RESTAURANT SHOULD PROVIDE AN INSPIRATIONAL HIGH-POINT OF THE DAY. CAPACITY APPROXIMATELY 120, ASSUMING TWO SHIFTS EATING.

D. IN CONJUNCTION WITH THE HOUSING A SMALL
CINEMA FOR FILMS SHOULD BE PROVIDED. CAPACITY
APPROXIMATELY 60 PERSONS.

IN ADDITION TO THE BASIC REQUIREMENTS, THE FOLLOWING
AREAS AND FACILITIES SHOULD BE PROVIDED:

1. INTEGRATED RECREATIONAL ACTIVITY AREAS, INCLUDING
BEACH, BOAT STORAGE AND DOCK, GOLF COURSE, ETC.
2. MAINTENANCE CENTER, INCLUDING GARAGES FOR VEHICLES,
STORAGE FOR MAINTENANCE EQUIPMENT (GROUNDS), A
SMALL SHOP, AND GENERAL STORAGE SPACE.
3. RADIO-TV TRANSMISSION TOWER AND EQUIPMENT.
4. NECESSARY MECHANICAL FACILITIES, INCLUDING PUMP
FOR WATER SUPPLY, ETC.
5. SMALL COMMISSARY FOR FOODSTUFFS, BEVERAGES, ETC.

WHILE MANY OF THE REQUIREMENTS ARE ARBITRARY, AND
IT IS IMPOSSIBLE TO PREDICT WHAT CHANGES MIGHT TAKE
PLACE, ONE REQUIREMENT SEEMS TO STAND OUT AS PARA-
MOUNT: THE VALUE OF THE CENTER IS MEASURED PRI-
MARILY IN ITS TOTAL RANGE OF EXPERIENCES, ITS INTE-
GRATED ATMOSPHERE. FOR THIS WE ARE STRIVING IN
OUR DESIGN SOLUTION.



BIBLIOGRAPHY

- ARISTOTLE. POLITICS. TRANSLATED BY J.E.C. WALDEN.
LONDON: THE MCMILLAN CO., 1923.
- BACON, ROGER. ESSAYS. THE HERITAGE PRESS, 1945
- BARNETT, LINCOLN. THE UNIVERSE AND DR. EINSTEIN.
NEW YORK: A MENTOR BOOK, THE NEW AMERICAN LIBRARY, 1952
- BENEDICT, RUTH. PATTERNS OF CULTURE. NEW YORK:
A MENTOR BOOK, THE NEW AMERICAN LIBRARY, 1948
- CHILDE, V. GORDON. MAN MAKES HIMSELF. NEW YORK:
A MENTOR BOOK, THE NEW AMERICAN LIBRARY, 1951
- CHILDE, V. GORDON. WHAT HAPPENED IN HISTORY. NEW YORK:
PENGUIN BOOKS, 1943
- CONFERENCE ON EDUCATIONAL PROBLEMS OF SPECIAL CULTURE
GROUPS. COLUMBIA UNIVERSITY PRESS, 1949.
- CONFERENCE OF SCIENCE, PHILOSOPHY AND RELIGION IN THEIR
RELATION TO THE DEMOCRATIC WAY OF LIFE. NEW YORK:
HARPER'S PUBLISHING CO., 1948
- CONFERENCE ON THE SCIENTIFIC SPIRIT AND THE DEMOCRATIC
FAITH. LONDON: KING'S CROWN PRESS, 1945.
- EINSTEIN, ALBERT AND INFELD, LEOPOLD. THE EVOLUTION
OF PHYSICS. NEW YORK: 1938.
- FLEXNER, ABRAHAM. FUNDS AND FOUNDATIONS. NEW YORK:
HARPERS PUBLISHING CO., 1952.
- FRIES, HORACE S. "FIVE SUGGESTIONS FOR RESEARCH AND
ACTION". TRANSFORMATION. VOL 1; NO. 2(FEB, 1952)
- GROPIUS, WALTER AND OTHERS. BAUHAUS 1919-1928
CHARLES T. BRAFOR, 1952.
- HACKETT, BRIAN. MAN, SOCIETY, AND ENVIRONMENT. LONDON:
MARSHALL, 1950.
- HOLLIS, ERNEST V. PHILANTHROPIC FOUNDATIONS AND HIGHER
EDUCATION. NEW YORK: COLUMBIA UNIVERSITY PRESS, 1938

BIBLIOGRAPHY (CONTINUED)

HUXLEY, JULIAN. MAN IN THE MODERN WORLD. NEW YORK:
A MENTOR BOOK, THE NEW AMERICAN LIBRARY, 1951

INSTITUTE FOR THE UNITY OF SCIENCE--ITS BACKGROUND AND
ITS PURPOSE. TRANSFORMATION. VOLUME 1: NO. 2 (FEB, 1952)

INTERNATIONAL INSTITUTE OF INTELLECTUAL COOPERATION,
NEW YORK: COLUMBIA UNIVERSITY PRESS. MONTHLY
BULLETINS, JANUARY-MAY 1940

JACKS, LAWRENCE PEARSALL. EDUCATION THROUGH RECREATION.
NEW YORK: HARPER'S PUBLISHING Co., 1932.

JOHNSON, MARTIN. ART AND SCIENTIFIC THOUGHT. NEW YORK:
FABER AND FABER, LMT. 1946.

KALLMAN, GERHARD. "REFLECTIONS ON DESIGN EDUCATION".
TRANSFORMATION. VOL. 1: NO. 3 (MARCH 1952)

KEPPEL, BREDERICK P. THE FOUNDATION; ITS PLACE IN
AMERICAN LIFE. NEW YORK: THE MACMILLAN Co. 1930.

KEPES, GYORGY. LANGUAGE OF VISION. CHICAGO: PAUL
THEOBOLD. 1949.

KEPES, GYORGY. "SCALE, STRUCTURE, AND RHYTHM".
TRANSFORMATION. VOLUME 1: NO. 2 (FEB, 1952)

KOCHER, A. LAWRENCE AND PEARSTYNE, HOWARD. "THE
ARCHITECTURAL CENTER". THE NEW ARCHITECTURE
AND CITY PLANNING EDITED BY PAUL ZUCKER.
NEW YORK: F. HUBNER AND Co., 1944.

MASON, BERNARD AND MITCHELL, ELINOR. THEORY OF PLAY.
NEW YORK: BARNES AND Co., 1937.

MARITAIN, JACQUES. THE PERSON AND THE COMMON GOOD.
NEW YORK: SCRIBNERS AND SONS, 1949.

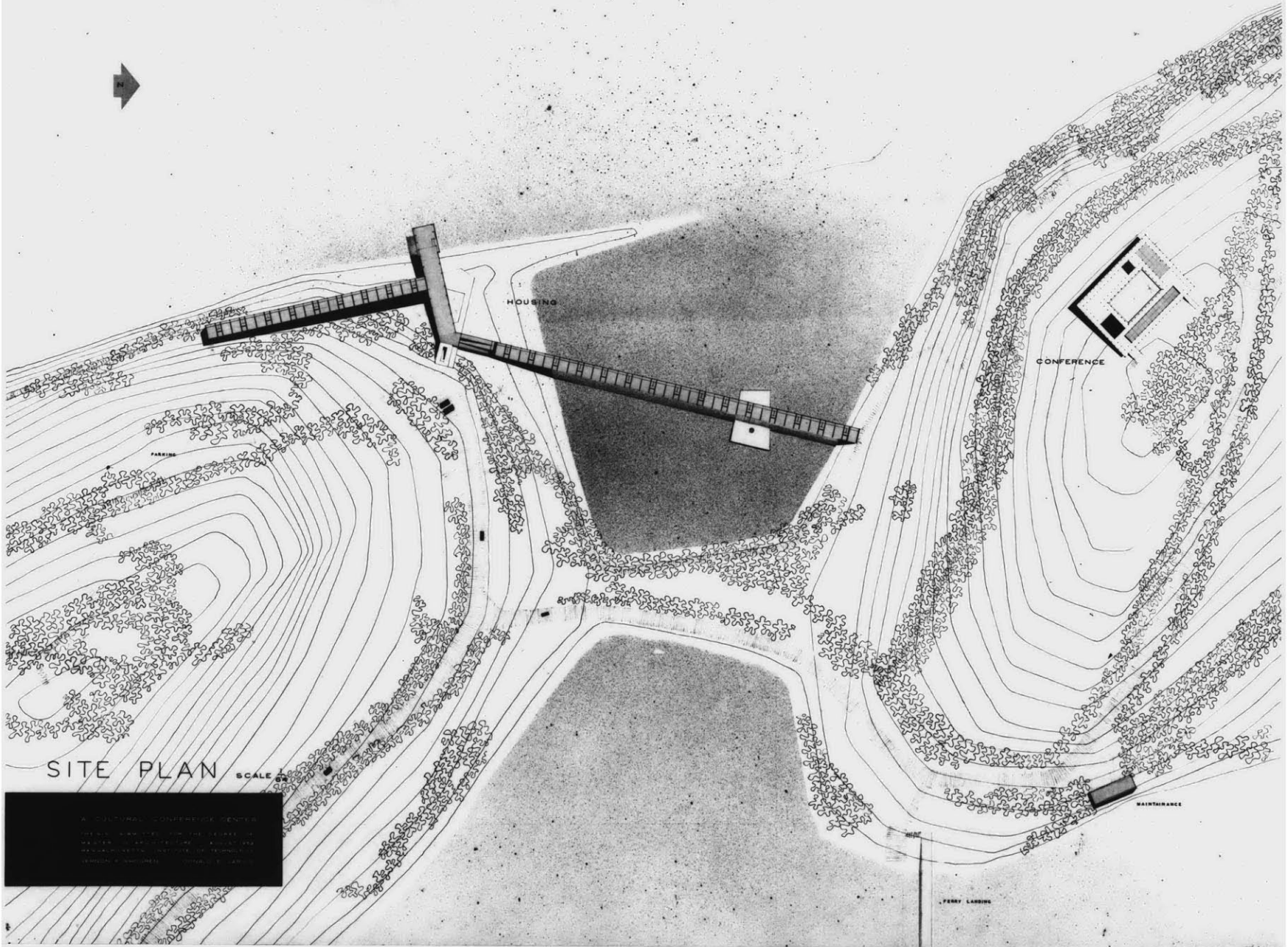
MOHOLY-NAGY, LAZLO. THE NEW VISION AND ABSTRACT OF
AND ARTIST. NEW YORK: WITTENBORN SCHULTZ, INC 1949.

MOHOLY-NAGY, LAZLO. VISION IN MOTION. CHICAGO.
PAUL THEOBOLD, 1944.

NEUMATH, OTTO. MODERN MAN IN THE MAKING. NEW YORK:
ALFRED A. KNOPF, 1939.

BIBLIOGRAPHY (CONTINUED)

- RUSSELL, BERTRAND. PHILOSOPHY. NEW YORK: TUDOR PRESS 1944.
- SIMPSON, GEORGE GAYLORD. THE MEANING OF EVOLUTION. NEW YORK
A MENTOR BOOK, THE NEW AMERICAN LIBRARY, 1949.
- SHEPARD, WARD. "CULTURE IN CRISIS". TRANSFORMATION.
VOLUME 1; No. 3 (MARCH 1952)
- SLAUGHTER, GERTRUDE. THE AMAZING FREDERICK.
- THOMPSON, D'ARCY W. ON GROWTH AND FORM. CAMBRIDGE:
CAMBRIDGE UNIVERSITY PRESS, 1948.
- UNITED STATES STATE DEPARTMENT BULLETIN. "ACTIVITIES OF
THE INTERNATIONAL COMMITTEE ON SCIENTIFIC AND
CULTURAL COOPERATION." JUNE 1946.
- UNITED STATES STATE DEPARTMENT BULLETIN. "THE CULTURAL
COOPERATION PROGRAM--1938--1943".
- UTTENBACK, W. E. GROUP THINKING AND CONFERENCE LEADERSHIP.
- WEINER, NORBERT. THE HUMAN USE OF HUMAN BEINGS. BOSTON:
HOUGHTON MIFFLIN, 1950.
- WHYTE, LANCELOT L. (EDITOR) ASPECTS OF FORM, A
SYMPOSIUM. NEW YORK: PELLEGRIM AND CUDALEY, 1951
- WHYTE, LANCELOT L. THE NEXT DEVELOPMENT IN MAN. NEW YORK:
A MENTOR BOOK, THE NEW AMERICAN LIBRARY, 1952.

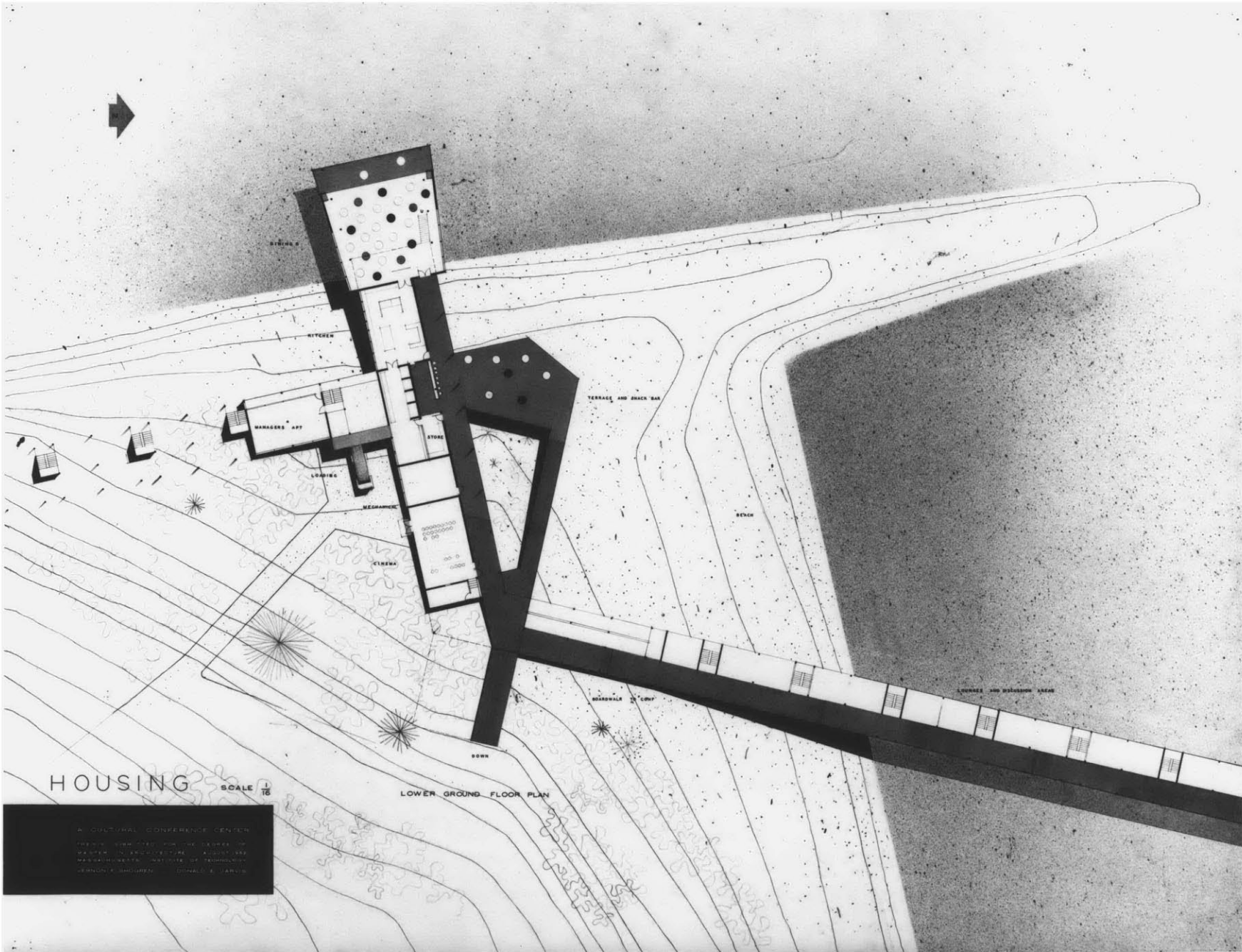


SITE PLAN

SCALE 1/8" = 1'-0"



PERRY LADDER

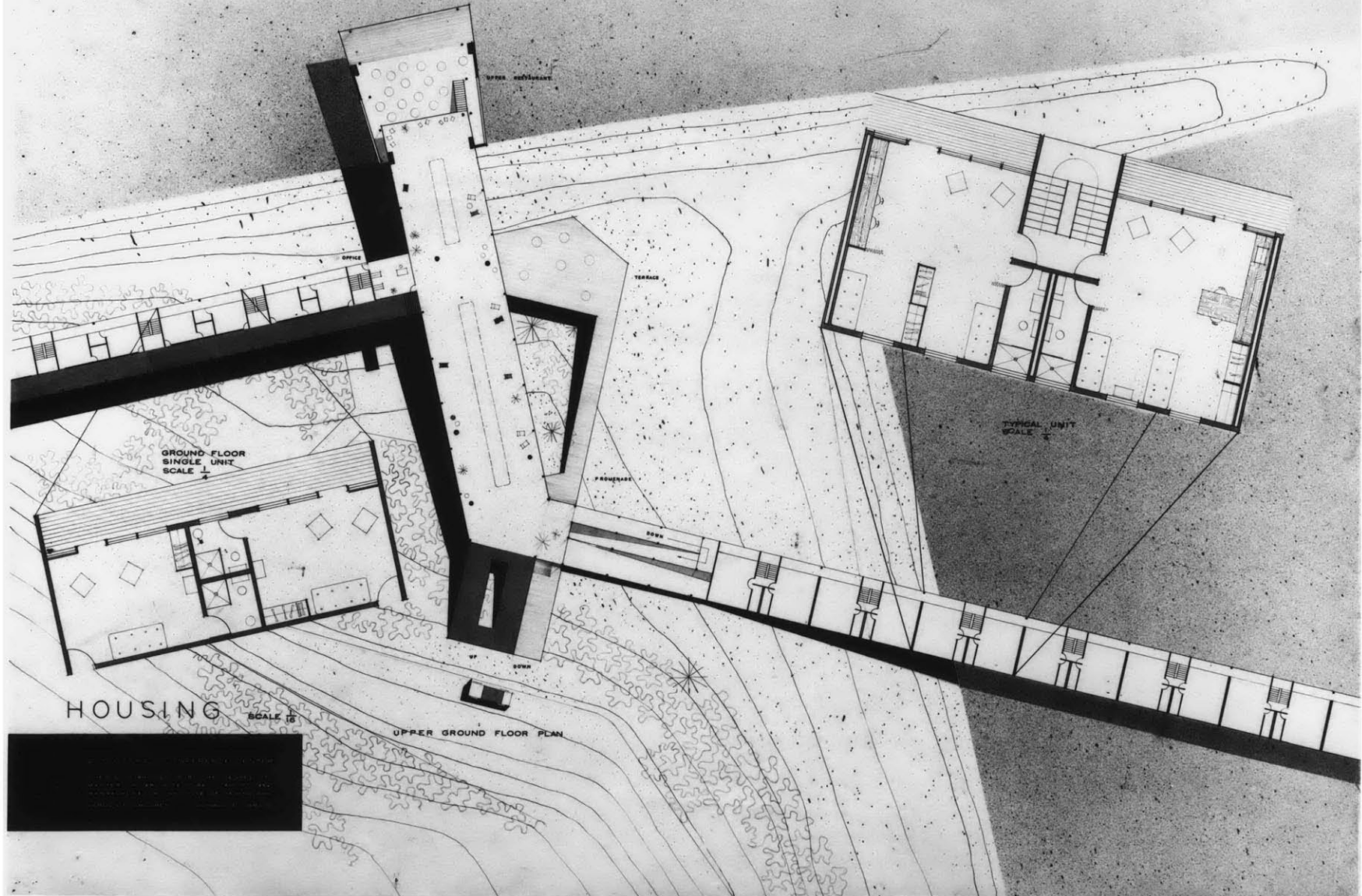


HOUSING

SCALE 1/8"

LOWER GROUND FLOOR PLAN

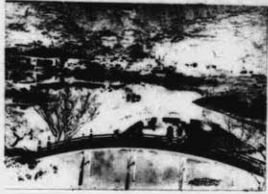
ARCHITECTURAL CONCEPT CENTER
 THE PLAN DEVELOPED FOR THE HOUSES OF
 HOUSING IN THE CITY OF LOS ANGELES
 ARCHITECTS: DONALD E. LARSON
 VERNON E. SHAWNEE



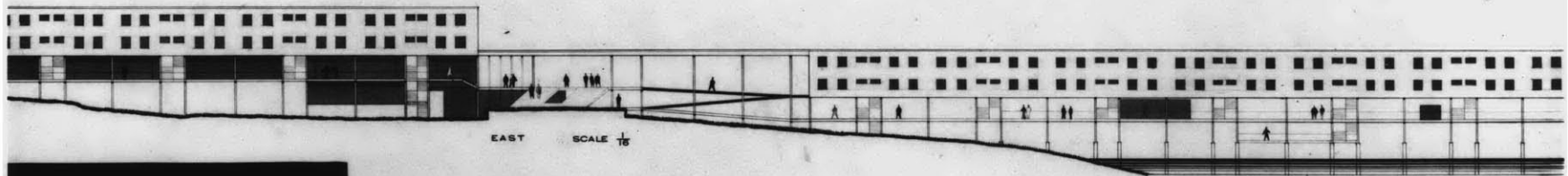
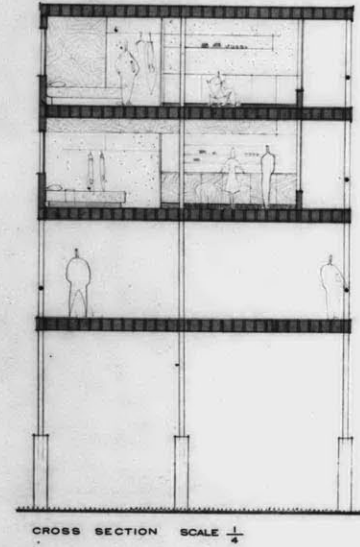
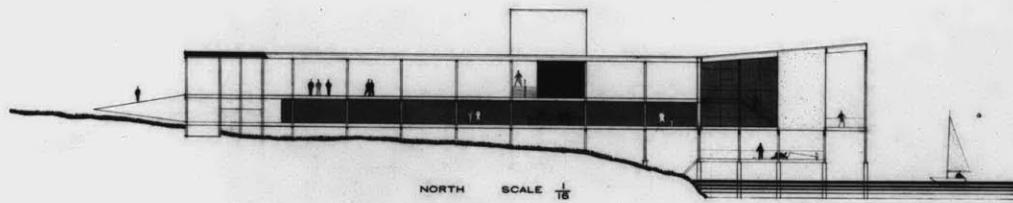
HOUSING

SCALE 1/8

UPPER GROUND FLOOR PLAN



HOUSING





CONFERENCE

SCALE 1/16"

UPPER LEVEL

LOWER LEVEL

NORTH-EAST

NORTH-WEST

STAFF ENTRANCE

CLERICAL

RESEARCH

LIBRARY

COURT

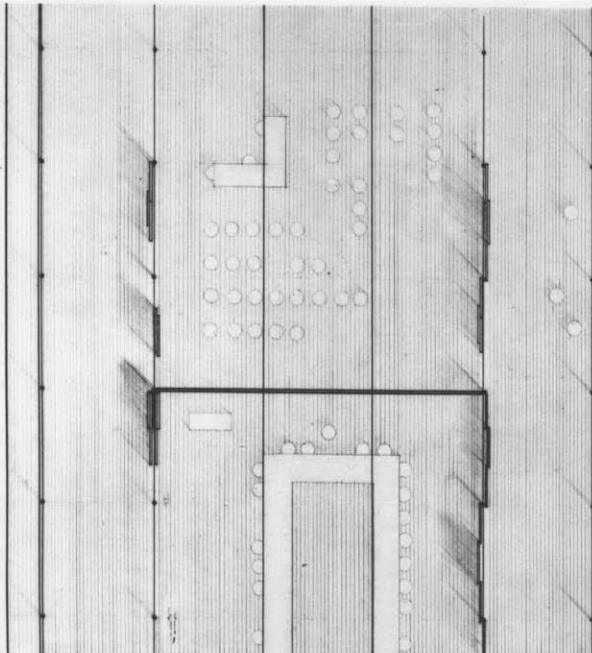
SPRINGS

VISUAL AIDS

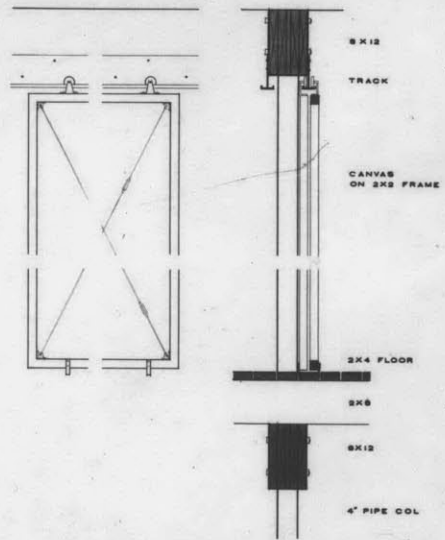
MECHANICAL

CONFERENCE ENTRANCE

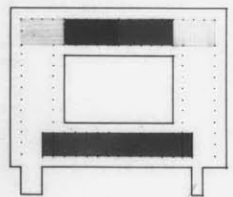
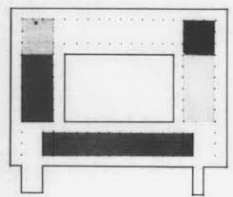
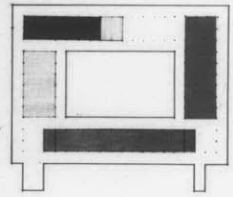




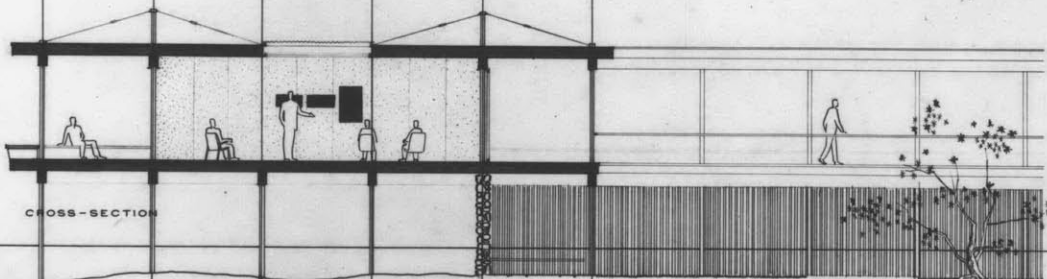
DETAIL PLAN



SLIDING DOOR DETAIL

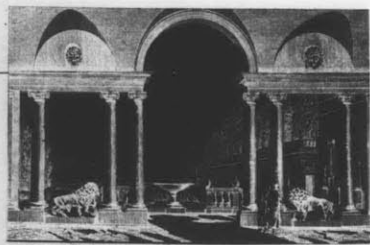


TYPICAL CONFERENCE ARRANGEMENTS



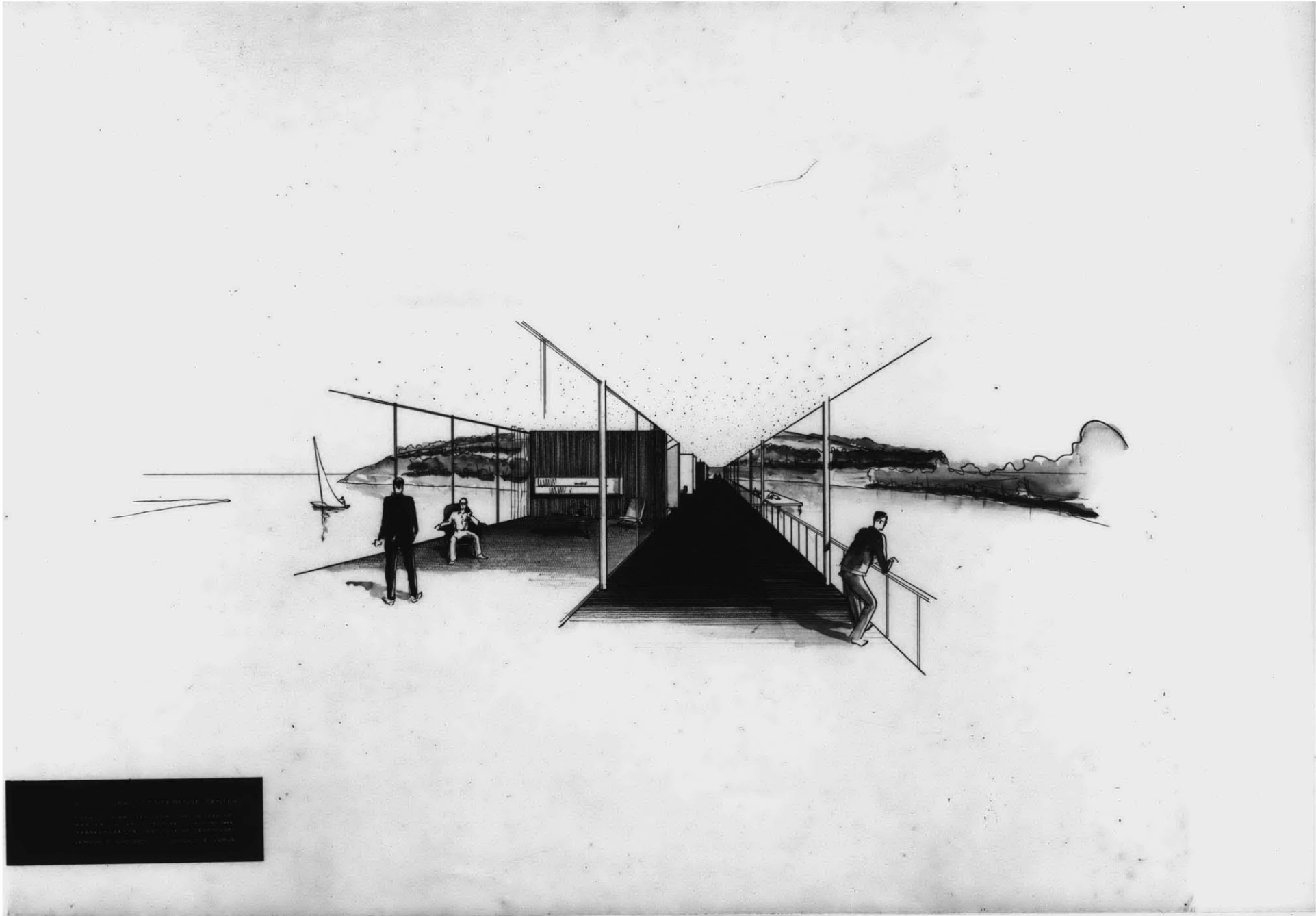
CROSS-SECTION

CONFERENCE









Architectural rendering of a modern waterfront structure, possibly a walkway or a small pavilion, featuring a long, narrow walkway with a dark, textured floor, bordered by a simple metal railing. The structure includes a glass-enclosed section on the left with a flat roof, supported by thin vertical posts. Inside, a man in a dark suit stands, and two other figures are seated on a bench. The walkway extends into the distance towards a body of water, with a sailboat visible on the left and a person leaning on the railing on the right. The sky is filled with a pattern of small, dark dots, suggesting a starry night or a digital data visualization. The overall style is minimalist and architectural, with a focus on clean lines and open space.

