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
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 MAN-
AGED TO KEEP A BALANCE BETWEEN SPECIALIZED AND COMPREHEN-
SIVE 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 PENINSULA
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.
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. BUCKMINISTER FULLER, HEAD
FULLER RESEARCH FOUNDATION

GYORGY KEPES, PROFESSOR
DEPT. OF ARCHITECTURE, MIT
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PART ONE — THE PROBLEM
Today any place on the earth may be reached comfortably 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 responsible 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 PARADOX 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 RE-INFORCE 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 GRIPPING 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.
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 VICES ATTENDANT 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 un-
questioned 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 un-
dying 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 CONDUCIVE TO THOUGHT AND RELIGIOUS CONTEMPLATION.

THE ROMAN REPUBLIC WAS IN SOME WAYS A WORTHY SUCCESSOR TO THE GREEKS. ADMIRATION FOR GREEK CULTURE AND LEARNING WAS UNIVERSAL, AND THE MANY GREEK SLAVE-TEACHERS HELPED TO SUBLIMATE THE ACTIONS OF A WARLIKE AND AGGRESSIVE PEOPLE. GENUINE INTELLECTUAL ACTIVITY, HOWEVER, WAS ALWAYS CONFINED TO A FEW, WHO FOUND THEIR BEST OUTLET 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. MÖHOLY-NAGY WRITES:

IN THE MIDDLE AGES THE "LEADER" EDUCATION OF THE PRIVILEGED 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.

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, law-makers, 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
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, ENGINEERS, AND SUPERVISORS TO FULFILL THE PROFIT REQUIREMENTS OF ANY ECONOMIC STRATEGY WHICH SERVED EXCLUSIVELY THE DEMANDS OF MASS-PRODUCTION PROSPERITY. THE COMMON DENOMINATOR WAS QUICK SPECIALIZATION, WITHOUT ANY CONSIDERATION 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 INTERESTS. CREATIVE ABILITIES, CONCENTRATED ON LIMITED PROBLEMS, PRODUCED STUNNING RESULTS, EXPANDING THE BOUNDARIES OF THE CAPITALISTIC ECONOMY.


VISION IN MOTION

THE EVILS OF THIS NEW FORM OF EXPLOITATION SOON BECAME APPARENT, AND THERE WERE REACTIONS. ONE FORM THE SOLUTION ADVOCATED BY KARL MARX, WAS VIOLENT; OTHERS MORE PACIFIC, AS THE EXPERIMENTS IN NEW ENGLAND. HERE THE FATHER OF LOUISA MAY ALCOTT SET UP HIS SCHOOL OF PHILOSOPHY IN CONCORD, AND HERE THE GROUP OF INTELLECTUALS
LED BY EMERSON ESTABLISHED THE SOCIALISTIC EXPERIMENT
OF BROOK FARM. THE EXPERIMENTS FAILED, BUT THE SIGNIF-
ICANCE OF THE EFFORT BY WHICH THESE MEN TRIED TO SECURE AN
ENVIRONMENT MORE SATISFYING TO THE REQUIREMENTS OF INTEL-
LECTUAL 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 INDIVI-
DUAL . . . 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 LESSEN-
ING THE SENSE OF OBLIGATION TO CO-OPERATE, AND FOSTER-
ING 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.

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 outlook.

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 Woollcott, 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 HEMINGWAY, GERTRUDE STEIN, PICASSO--ALL EXPERIENCED AND APPRECIATED THE STIMULATION PROVIDED BY THIS INTERNATIONAL GROUP.

THESE EFFORTS, HOWEVER, WERE ALMOST ACCIDENTAL, IN THAT THERE WAS NO REALLY SOUND AND REALISTIC PLAN. THE ISOLATION 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 mainstream of events. The three sources of maladjustment mentioned in the first part must be combatted:

(I.) 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:


(2). WE MUST MAKE A GREATER EFFORT TO RESTORE SPIRITUAL 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 HIMSELF PART OF A LARGER COMMUNITY OF EFFORT, AND TO DEVELOP AND GROW WITH THAT EFFORT.

E. G. 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 FORMATION OF NOVEL AND MORE HIGHLY ORGANIZED FORMS, CAN ONLY OCCUR AS PART OF A WIDER SYSTEM.
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.

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 BUCKMINISTER 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. I

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.
transformation:
arts
communication
environment

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 CONTROVER-
sial 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 CON-
TACT WHICH IS ESSENTIAL TO THE FREE AND UNINHIBITED EX-
CHANGE 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 SYM-
BOLISM, 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
DUPICATION 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.
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.
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 SOMETHING 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.
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 WATTED 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 World's End has great potentialities as the location 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 CONFERENCE TO ACQUIRE WHILE HERE.

BECAUSE THE CENTER IS A PROTOTYPE AND HAS NO PREDECESSOR, 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 Conference

   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 invatations, 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 PARAMOUNT: THE VALUE OF THE CENTER IS MEASURED PRIMA- MARILY IN ITS TOTAL RANGE OF EXPERIENCES, ITS INTE- GRATED ATMOSPHERE. FOR THIS WE ARE STRIVING IN OUR DESIGN SOLUTION.
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