It is now possible to identify the changing roles that these professional institutions have played in dividing responsibilities among design and building professionals and to perceive how professional associations have shaped practices . . .

One of the associations' new roles was to make sense of the newfound niche opportunities and higher degrees of challenges as a result of this fragmentation. The American Institute of Architects provided direction by codifying this division between the building and design professions, which they incorporated into their Code of Ethics, by warning of an inherent conflict of interest that existed between these different roles.

Just as separate professional specialties formed new alliances and enclaves of leaders, a few design professions still sought innovation and took initiatives toward the integration of talents and services. One needs to look no further than the cooperative, multitalented design studios at Cranbrook, or the integrated processes at Frank Lloyd Wright's Taliesen Studio, or the total design philosophy and implementation of the work of Charles and Ray Eames. Consider the Bauhaus movement, or the practice of John Portman in Atlanta, who further led the movement toward the integration of services in the later part of the twentieth century by arranging for financing, taking lead responsibility as developer, designing the buildings and furnishings, and arranging for facility management to provide ongoing stewardship for the building. Today, Portman's chairs, tables, and artworks are commonly found in his own office building and hotel projects. He was also one of the architects responsible for reintroducing into the mainstream the integrated design-build method and challenging the American Institute of Architects to rewrite their Code of Ethics to allow architects to once again take on single-source responsibility and answer directly to the owner for design as well as construction services. Portman's own colleagues exemplify how special-interest groups and professional interest areas within an association can challenge and prevail in changing the policies of associations.

Except for those few instances, however, fragmentation in design and construction was common during the first 80 years of the twentieth century. Therefore, while the twentieth century promoted professionalism to new levels, it also was a period characterized by less-than-efficient design and construction. There was more written about risk assessment and defining authority than about efficient practices, and more about power and position than about collaboration.

The trend toward professional and association specialization next gave rise to new associations such as the Institute of Business Designers, the Interna-