

illustrated by anecdotes of their work together at Bethlehem. He felt that perhaps the greatest lesson taught by Mr. Taylor was the value of confidence in scientific methods and in the immutability of natural laws. Mr. Henry L. Gantt told of the remarkable work of Mr. Taylor with whom he was associated in the early days at Midvale. Mr. Taylor, he said, realized at an early date how much of the world's work was based on precedent or opinion, and undertook to base all his actions on knowledge and fact. Mr. Sanford H. Thompson gave examples of Mr. Taylor's tireless energy day and night, his thoroughness and his fidelity to standards based on scientifically determined facts. He indicated some of the wider applications of scientific management, as in pulp and paper making, carpentry, earth work and concrete construction.

Mr. Louis D. Brandeis, after noting with regret that no official representative of organized labor was present, with characteristic lucidity and power crystallized for his hearers the great task to which, in his mind, the followers of Mr. Taylor should now set themselves in order that his great work may find fruition in the increased prosperity and welfare of every working man of whatever grade. This important task is the bringing of the general laboring classes, particularly those connected with the unions, into a recognition of the fundamental principles on which the science of management is based. Only by recognizing these principles and by cooperation can labor hope to gain, permanently, the result for which it is striving. To help labor understand this so that the development of scientific management and its application will be accompanied by the consent of all to whom it applies, is the particular task before the followers of Mr. Taylor.

Mr. James Mapes Dodge, Chairman of the Board of the Link-Belt Engineering Company, and one of the first manufacturers to recognize and adopt the Taylor System, fittingly closed the evening with an inspiring characterization of Taylor, the man, closing with the words, "we shall not look upon his like again."

The visit to *Bosly* Saturday morning was one which will long be remembered by all who were fortunate enough to be present. Weather conditions were ideal, the morning sun bringing out the aroma of the box hedges so that their fragrance pervaded the whole garden. Mr. Van Du Zee in an out of door talk gave a resume of Mr. Taylor's horticultural achievements. Besides transplanting without the loss of a single bush 1100 feet of box hedge over 100 years old, he conducted upwards of 3000 experiments on grasses resulting, among other things, in the ability to grow a putting green of superior quality in record time. This work was illustrated with visits to the putting greens, tennis courts and sod gardens.

Admiral Goodrich, in an impromptu talk of rare sympathy, related numerous stories of his associations with Mr. Taylor and the latter's important help to Admiral Goodrich's efforts to improve conditions in the Brooklyn Navy Yard. Every change or reform, before being submitted to the Navy Department for approval, was first threshed out thoroughly with Mr. Taylor. In these relations Admiral Goodrich was impressed by Mr. Taylor's insight, wide knowledge, fearless integrity, and frank determination to serve, not only one man or administration, but his country. With touching feeling, the Admiral acknowledged his personal indebtedness to a man whose close friendship he felt to be one of the great blessings of his life.

The visitors wandered at will through the grounds and many remarked on the variety and freshness of flowers blooming out of doors at that season of the year. The house, too, was thrown open to guests and there were many

expressions of appreciation at the opportunity of seeing examples of Mr. Taylor's early work, tools and other unique memorabilia.

On the return to Philadelphia a short benediction was delivered by Rev. Langdon C. Stewardson at Mr. Taylor's grave in West Laurel Hill cemetery.

Business Meeting.

At the business meeting held Saturday afternoon October 23, the report of the Membership Committee, asking that those whose applications had been long pending be admitted to membership at once without the usual letter ballot and that certain sections of the constitution be temporarily suspended in order to make this possible, was adopted. The members elected are listed on the first page.

Mr. Hathaway, for the committee, recommended that the name of the Society be changed to the "Taylor Society to Promote the Science of Management" and that the change be voted on at the December meeting.

A committee of three, H. P. Kendall, chairman, M. L. Cooke, and H. T. Noyes, was appointed to consider insignia for the Society and report at the December meeting.

Frederick W. Taylor was unanimously elected to the special grade of "Honorary Member in Perpetuity." That grade was abolished immediately afterward so that it would no longer be open to anyone.

The following resolutions to Mrs. Taylor and to the University of Pennsylvania for their parts in making the memorial meeting such a success, were adopted:

Whereas, the Society to Promote the Science of Management, in pursuance of its plan to observe a fitting memorial to the life and work of its distinguished leader, the late Frederick Winslow Taylor, has been favored with the gracious hospitality of his devoted helpmate and companion, Mrs. Louise Marie Spooner Taylor; and

Whereas, the cooperation of Mrs. Taylor in this memorial has been an important and essential contribution to its proper observance; be it

Resolved, that the Society to Promote the Science of Management hereby expresses its hearty appreciation of the part taken by Mrs. Taylor in our joint rendering of due honor to the memory of her revered husband; and be it

Resolved, that this Society hereby records its confident hope that the adherence to Mr. Taylor's ideals and the helpfulness in their realization manifested by Mrs. Taylor during his lifetime, through the dark hours of its close, and to the present dedication of the Society to a continuation of that work, will continue with unabated interest and enthusiasm; and further be it

Resolved, that these resolutions be spread upon the permanent records of this Society, and that a copy hereof be duly engrossed and presented to Mrs. Taylor.

Whereas, the University of Pennsylvania, in pursuance of its function as a broad and progressive educational force, and in recognition of the value of the great work of the late Frederick Winslow Taylor to the community in which he lived and worked and to the world, generously granted the hospitality of its officers and its halls for the fitting observance of a memorial to Mr. Taylor as planned by the Society to Promote the Science of Management, be it

Resolved, that the Society to Promote the Science of Management hereby expresses its hearty appreciation of the courtesies and cooperation extended by the University of Pennsylvania in this behalf, and further be it

Resolved, that this resolution be spread upon the permanent records of this Society, and that a copy hereof be sent to the Provost, of the University of Pennsylvania.

ANNUAL MEETING

NEW YORK CITY, DECEMBER 10 AND 11

Headquarters for sessions: Engineering Societies Building, 39th St., between 5th and 6th Aves. R. T. Kent, Chm., Montclair, N. J.

Friday, December 10.

8.15 P. M. "The Progressive Relation between Efficiency and Consent" by Robert G. Valentine, Industrial Counselor, Boston, Mass. (An abstract of Mr. Valentine's paper will be found on page 26.)

9.30 P. M. Informal Smoker.

Saturday, December 11.

9.00 A. M. Discussion of Mr. Valentine's paper.

12.30 P. M. Luncheon.

2.00 P. M. Business Session.
Election of officers.
Report of committee on constitution.

6.00 P. M. Dinner.

8.00 P. M. Business Session.
Reports of other committees.
Discussion of Society policy.

COMMENT AND NEWS

A memorial volume containing the addresses delivered at the memorial meeting Friday evening, October 23, will be published by the Society in the near future. This volume will contain also appreciations which have been received in letters from members and friends in connection with this memorial meeting. All those who have anything more to contribute, which they think would be appropriate for inclusion in this volume, are requested to have it in the hands of the Secretary by December 1st.

An interesting phase of the world-wide interest in the memorial meeting was its official recognition by the French Government. Ambassador Jusserand, at the instance of M. le Chatelier and with the assent of the President of the French Republic, appointed as his representative Colonel Vignal of the Engineer Corps, Military Attache of the French Embassy in Washington. In his letter M. Jusserand says, "It is very difficult for me to leave my desk in these days; I would else have craved, myself, the honor of taking part in the celebration and rendering homage to one whose tuition has made him one of the benefactors of mankind."

The report of Prof. R. F. Hoxie to the Federal Commission on Industrial Relations has been published by D. Appleton & Co., New York City, under the title, "Scientific Management and Labor." It will be remembered that associated with Prof. Hoxie in his investigation of the practice of scientific management were Mr. Robert G. Valentine, representing the employers' interests and Mr. John P. Frey, representing the interests of labor. This is a report of importance to every member of the Society, who is urged to acquaint himself with its contents without delay.

Realizing that the Society has a unique position among other organizations of its kind and that membership in it carries with it a corresponding distinction, one of the officers has made a suggestion, the value of which will be at

once apparent. This is that all members giving publicity of any sort to either written or spoken material on the subject of scientific management make sure that the name of the Society is mentioned in connection with such publicity.

Will members, whose permanent mailing addresses have been changed during the past year, kindly notify the secretary at once of their new address? Only in this way can members be sure of receiving the material, including bulletins, sent out from time to time from the secretary's office. If every member will make it a point to notify the secretary promptly of any change of address, it will materially aid the secretary and insure members from interrupted service.

The following registered at the October meeting:

Mr. and Mrs. W. J. Adam, Rahway, N. J.
Mason T. Adams, Thomaston, Conn.
F. Aederlin, Winterthur, Switzerland.
J. G. Aldrich, Providence, R. I.
L. P. Alford, New York City.
Thomas H. Anderson, 5711 Leonard St., Frankford, Pa.
R. L. Atwood, New York City.
Frank L. Babbott, Brooklyn, N. Y.
Geo. D. Babcock, Syracuse, N. Y.
Miss Edith Baer, Drexel Institute, Philadelphia, Pa.
F. A. Baker, 74 Clement Ave., Boston, Mass.
H. C. Barnes, Philadelphia, Pa.
A. E. Barter, Boston, Mass.
Carl G. Barth, Philadelphia, Pa.
J. Christian Barth, Philadelphia, Pa.
M. L. Bassett, 1918 W. Pacific St., Philadelphia, Pa.
D. M. Bates, Lewiston, Me.
Howard G. Benedict, Anderson, Ind.
R. J. Bennett, Philadelphia, Pa.
Joseph Bertenmorer, Lebanon, Pa.
Mm. Bierschenk, 3813 N. Franklin St., Philadelphia, Pa.
H. C. Bixter, Philadelphia, Pa.
Mrs. Lucretia L. Blankenburg, Philadelphia, Pa.
C. A. Brantet, Philadelphia, Pa.
Frederick A. Bodell, Chester, Pa.
Charles E. Bonnie, 609 Harrison Bldg., Philadelphia, Pa.
John Breitenmoser, South River, N. J.
John M. Bruce, 5710 Grand Central Terminal, New York City.
A. T. Bruegel, % Hess-Bright Mfg. Co., Philadelphia, Pa.
Miss Theodora S. Butcher, Philadelphia, Pa.
Frank B. Butts, Boston, Mass.
Miss B. M. Cannon, % Wm. Filene's Sons Co., Boston, Mass.
Joseph A. Carlin, Philadelphia, Pa.
John W. Carter, 3823 N. 16th St., Philadelphia, Pa.
Horace B. Cheney, So. Manchester Corner, Pa.
Mrs. Clarence M. Clark, Germantown, Philadelphia, Pa.
Harry R. Clark, 1331 Parrish St., Philadelphia, Pa.
J. R. Clark, General Fireproofing Co., Youngstown, Ohio.
H. A. Connelly, 2535 W. Oakdale St., Philadelphia, Pa.
Morris L. Cooke, Philadelphia, Pa.
Mrs. Morris L. Cooke, Philadelphia, Pa.
Joseph C. Cope, New York City.
J. Coulson, Jr., Boston, Mass.
Charles M. Cox, 789 Preston St., Philadelphia, Pa.
M. J. Coyle, Slatersville, R. I.
J. M. Craigie, 2114 Tasker St., Philadelphia, Pa.
Wm. C. Dart, Providence, R. I.
Charles Day, Philadelphia, Pa.
Wm. R. DeField, Montgomery Ward & Co., Chicago, Ill.
Hugo Diemer, State College, Pa.
Mrs. Mabel N. Diemer, State College, Pa.
M. S. Dowd, South River, N. J.