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AMERICAN SOCIETY OF CIVIL ENGINEERS ^{New}

COMMITTEE ON DEVELOPMENT

*To the Committee on Development of the
American Society of Civil Engineers:*

The resolutions creating the Committee, adopted by the Board of Direction, June 18th, 1918, are as follows:

"The development and application of the sciences in recent decades have caused profound changes in the social and industrial relationships of all peoples.

"The Engineer has been a leader in this progress.

"Sociological and economic conditions are in a state of flux and are leading to new alinements of the elements of society.

"These new conditions are affecting deeply the profession of engineering in its services to society, in its varied relationships to communities and nations, and in its internal organization.

"A broad survey of the functions and purposes of the American Society of Civil Engineers is needed in order that an intelligent and effective readjustment may be accomplished so that the Society may take its proper place in the larger sphere of influence and usefulness now opening to the Profession.

"Such a survey and readjustment can be accomplished successfully only with the aid of the membership throughout the country.

"Any steps toward changes in organization must lead to a revision of the Constitution of the Society, which has not been materially modified for many years, during which the Society has grown rapidly and has established 22 Local Associations of Members.

"The Constitution should be revised only after securing the views of the membership of the Society as to what its purposes and activities should be and as to the instrumentalities through which these purposes and activities should be carried out.

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"Any changes in organization must take into account all the conditions above indicated, and also the relationship of the American Society of Civil Engineers to other engineering organizations and to the public.

"Therefore:

"Resolved, that a Committee be created to report on the purposes, field of work, scope of activity and usefulness, organization, and methods of work of the American Society of Civil Engineers, and to make recommendations concerning these matters; the Committee to consist of one member chosen by each Local Association of Members, and seven members at large appointed by the President.

"Resolved, that the President be instructed to select from this Committee an executive committee of not less than five nor more than nine members, and to appoint the chairman of this executive committee, who shall also be the chairman of the general committee.

"Resolved, that the President be instructed to prepare a precept for the general guidance of this Committee.

"Resolved, that this Committee be requested to present to the Board of Direction a preliminary report, not later than November 1st, 1918, so that it may be printed and distributed to the membership in advance of the Annual Meeting in January, 1919, at which meeting it will be presented for discussion."

PURPOSE AND SCOPE.

It is intended that the Committee on Development shall make a survey of the fields of usefulness which are or should be open to the Society, consider what functions may properly be assumed by the Society, define its purposes, formulate policies and methods of work to be recommended, and consider the needs in organization and constitution. This means taking stock and making plans. The resolutions contemplate an examination of present-day conditions and an outlook into the future. They involve considering the changing social and industrial relations of the times and the opportunities and responsibilities which devolve upon the Society and its membership. The relations of the Society to other societies and to the profession generally are also included. The outcome of the work of the Committee may be modifications in the activities, functions, and methods of work, or in the emphasis in these matters, and possibly the addition of new ones. Naturally the resolutions assume that the views of the membership of

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the Society will be asked for and its aid obtained in determining what the Society's purposes and activities should be and how they may best be carried out. It is expected that the Committee will report definite recommendations in the field of its work and these recommendations may include proposals of fundamental changes which may involve amendment of the Constitution of the Society.

THE COMMITTEE'S FIELD.

It would be premature to outline the ground to be covered in the Committee's work; this may best be found by the Committee as its work progresses. It may serve a good purpose, however, and aid in starting effective deliberations more promptly if some expression is made of the possible content of the work. With this advantage in mind the following is suggested as representative of the field of the Committee's work:

1. Relations of the Society and its membership.
 - (a) The relations of the Society to its membership and to the profession of engineering.
 - (b) The relations of the Society to other engineering societies and to related organizations.
 - (c) The relations of the Society, its membership, and the members of the profession to public affairs, to the welfare of its members and the public, to the work of communities and nations, and to movements of the times related to industry and society.

2. Organization of the Society and the Profession.
 - (a) The functions of the central organization of the Society and its relation to other organizations.
 - (b) The functions of the Local Associations of members (including the membership at New York) and their relations to the Society, to other societies, and to groups of organizations.
 - (c) The organization of the engineering profession as a whole.

3. Technical activities of the Society and its possible branch organizations.
 - (a) Meetings, papers, publications and committee work.
 - (b) Activities related to engineering progress and engineering problems.
 - (c) Sections or divisions of the Society for specialized lines of work.

- (d) Co-operation with specialized engineering societies and other organizations.
 - (e) Relations to other technical activities such as those of the proposed Standards Committee.
4. General activities of the Society and its possible branch organizations and co-operative organizations.
- (a) Activities related to public affairs and public welfare.
 - (b) Activities related to the welfare of its members.
 - (c) Relations to organizations dealing with industrial and governmental problems.
5. Functions of the Society in relation to the younger members of the profession and to those in executive, contracting and other lines.
6. Miscellaneous needs of the organization.
7. Proposals for changes which will involve making amendments to the Constitution and formulating rules and methods of procedure.

These general topics, which are mostly self-explanatory, are necessarily interrelated in a variety of ways. The subject of the relations of the Society to its membership, the profession, the public, and the times involves questions of the purposes, functions, and organization of the Society. The organization topic relates to ways of managing activities and functioning with other organizations. The technical activities topic embraces means for carrying on the technical functions of a great engineering society, contributing to engineering knowledge, creating or developing new engineering policies, originating and bringing about constructive, progressive movements, and developing engineering practice and engineering influence. The general activities topic relates to the work of the Society in connection with public affairs and the welfare of the profession and of society. The functions of the Society with reference to the classes of members of the profession are bound up intimately with the topics already referred to. It will be noted that this outline of the field of work of the Committee is not in the form of a programme of work or order of procedure; the topics are too closely related to make it applicable to such uses.

Certain matters of policy which have been called to the attention of the Board of Direction have been referred to the Committee, such as the rewriting of the Code of Ethics of the Society, the suggested organization of American engineers abroad and the question of what policy the Society should take toward the adoption of standards, and doubtless other matters will be so referred. It seems probable that many members of the Society will have proposals which they will desire to present.

FORMULATION OF POLICIES
AND DETERMINATION OF METHODS OF EXECUTION.

The great questions before the Committee, then, are (1) what are the functions which the American Society of Civil Engineers should assume and (2) how should they be carried out.

It goes without saying that a society should consider and determine the functions it will undertake and the working policies it will pursue. In considering these matters, it is apparent that the formulation of a proposition is a step which may aid in judging of the value of the proposal, since the mere attempt at making the statement may bring out its impracticability or its undesirability. The formulation of propositions, too, takes the mind away from indefinite generalities and to definite proposals which should have much the same significance to all readers. It will be evident, too, that some proposals must be accepted only as principles or ideals and not as working rules, and a distinction between these two classes may well be made. Definiteness of statement of course is essential in a report of a committee such as this. Doubtless the Committee will carefully consider functions and policies and their formulation.

Not less essential is the determination of the methods and ways of executing proposed functions and carrying out policies. In devising administrative plans it is well to keep in mind that organization should be left as simple and flexible as possible; elaborate or complicated organization and methods are likely to be ineffective; they are not self-propelling; and time makes changes in needs and scope of work.

In the course of its work the Committee will doubtless find it desirable to consider whether changes should not be made in the Constitution of the Society, even though, as has been found true in the past, changes in methods and new activities may be put into effect without amending the Constitution; the securing of the views of the membership of the districts on their choice for members of the Nominating Committee and the establishment of Engineering Council are examples of what has been done without modifications of the present Constitution. It seems likely, however, that the Committee will want to recommend ways in which the Constitution should be changed. Here again it is suggested that simplicity, flexibility, and breadth should be kept in mind, and that details be left for by-laws and regulations. It will be necessary to learn whether proposals for activities and methods come into conflict with the charter or conditions of incorporation of the Society. Possibly the conditions governing the incorporation may limit somewhat activities which the Committee may think desirable and possibly the Committee may conclude that modification in the articles of incorporation should be made or other steps be taken to give legal strength to their recommendations.

CO-OPERATION WITH COMMITTEES OF OTHER SOCIETIES.

Proposals have been made that the other national engineering societies appoint committees to take up similar work for those societies. In case such committees are formed it will be the duty of the Committee on Development of the American Society of Civil Engineers to co-operate with these committees on subjects of common interest. The Committee may also find it desirable to confer with representatives of local engineering societies over the country concerning the relations which the American Society of Civil Engineers and its Local Associations should bear to these local societies. It would appear that much may be accomplished through conferences with both national and local organizations.

COMMITTEE PROCEDURE.

The Committee is so large and so widely distributed over the country that its work may best be done partly by correspondence and written discussion, partly through sub-committees, and partly at meetings of the whole Committee. To ensure that adequate progress be made at the first meeting of the Committee, it is important that preliminary work be done in advance of the meeting. This may well cover matters relating to the field of work, to the organization of the Committee, and to proposals for the Committee's consideration. At the first meeting, which will be called by the chairman, the organization and programme of work may be completed and questions formulated on which it is desired to have preliminary discussions by the Society. For the preliminary report requested for November 1st, 1918, the Committee can hardly expect to do much more than record a programme of work, propose questions on which the views of the membership are desired, and submit topics for discussion. Before the time of another meeting, which possibly may well be held at about the time of the Annual Meeting of the Society in January next, progress in the work will have been made, and it may be expected that much will be accomplished at this second meeting.

In its work the Committee will doubtless make a study of the engineering society organizations of this and other countries and of professional and scientific organizations of various kinds. Information concerning the Society and its work may be obtained from the Secretary of the Society.

The method adopted for selecting the Committee gives a wide geographical distribution and an opportunity for the representation of local views. It has the advantages of giving a channel by which discussions of the problems at meetings of the Local Associations of Members may reach the Committee, and it is hoped that the Local Associations will be helpful in the work. It will be borne in mind,

of course, that the Committee is a committee of the whole Society, and it is expected that it will give careful and impartial attention to the interests of every part of the Society. The method of selection used should not be taken to mean that members of the Committee are delegates of the Local Associations of Members; and it also may be noted that the three geographical districts of the Society which do not have Local Associations of Members have much less than a proportionate representation on the Committee. Necessarily proposals for new activities and for modification of old ones must take into consideration the financial resources of the Society, and the financial side of all questions of course will receive the careful attention of the Committee. The questions before the Committee are the broad questions of policy, and personality will not enter into their discussion. With a variety of points of view and with the opportunity for wide-spread consideration of the proposals of the Committee, it may be confidently expected that the final report of the Committee will receive substantial approval from the Society.

The Board of Direction discussed the question of expense connected with the work of the Committee and informally agreed that a provision should be made. Doubtless this matter will be considered at the meeting of the Board of Direction on October 8th, 1918.

The Committee has a great opportunity to be of service to the American Society of Civil Engineers and its membership. It is hoped and believed that the work of the Committee will have significant and far-reaching results in the development of the Society and the usefulness of the profession of engineering.

Yours truly,

ARTHUR N. TALBOT,
President.

SEPTEMBER 14TH, 1918.

AMERICAN SOCIETY OF CIVIL ENGINEERS

COMMITTEE ON DEVELOPMENT

Appointed by
 the President.

- ONWARD BATES, Chicago, Ill., *Chairman*
- PAUL G. BROWN, New York City
- CHARLES HANSEL, New York City
- CLIFFORD M. HOLLAND, Brooklyn, N. Y.
- FREDERICK C. NOBLE, New York City
- H. R. SAFFORD, Montreal, Que., Canada
- S. EVERETT TINKHAM, Boston, Mass.

Appointed by
 the Several
 Associations
 of Members,

- RICHARD L. HUMPHREY.....Philadelphia Association
- J. C. RALSTON.....Spokane Association
- ROBERT A. CUMMINGS.....Pittsburgh Association
- GEORGE R. PUTNAM.....District of Columbia Association
- BAXTER L. BROWN.....St. Louis Association
- WILLIAM H. HOYT.....Duluth Association
- GEORGE C. MASON.....Portland, Ore., Association
- H. L. HAEHL.....San Francisco Association
- GEORGE G. ANDERSON.....Southern California Association
- E. B. THOMAS.....Cleveland Association
- EDGAR S. NETHERCUT.....Illinois Association
- W. L. DARLING.....Northwestern Association
- JOHN L. HALL.....Seattle Association
- ARTHUR PEW.....Atlanta Association
- J. H. BRILLHART.....Texas Association
- THOMAS L. WILKINSON.....Colorado Association
- CHARLES J. TILDEN.....Baltimore Association
- ARSÈNE PERRILLIAT.....Louisiana Association
- FRANK T. DARROW.....Nebraska Association
- GEORGE BUTLER.....San Diego Association
- GARDNER S. WILLIAMS.....Detroit Association

**It is requested that suggestions concerning the work of this
 Committee be transmitted to some member of
 the Committee as promptly as possible.**

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