

**A SYMPOSIUM ON  
SCIENTIFIC MANAGEMENT  
AND EFFICIENCY IN  
COLLEGE ADMINISTRATION**

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A symposium on scientific management and efficiency in college administration by Various

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**VARIOUS**

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SCIENTIFIC MANAGEMENT AND  
EFFICIENCY IN COLLEGE  
ADMINISTRATION

COMPRISING AMONG OTHERS  
THE PAPERS PRESENTED AT THE EFFICIENCY SESSION  
OF THE TWENTIETH ANNUAL CONVENTION OF THE  
SOCIETY FOR THE PROMOTION OF ENGINEERING  
EDUCATION, HELD AT BOSTON, MASS.,  
JUNE 26-29, 1912

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## INTRODUCTION.\*

BY FRANK B. GILBRETH,

Consulting Engineer, New York, N. Y.

The purposes of the papers of this session are to show:

1. What scientific management is.
2. What it can do.
3. Its possible bearing upon, and application to, academic efficiency.

Scientific management is measured, functionalized management,—management that has submitted to measurement, and that has, through the results of this measurement, so divided and arranged its work as to demand and utilize individuality in its workers.

We may well represent such management by the following functional chart.

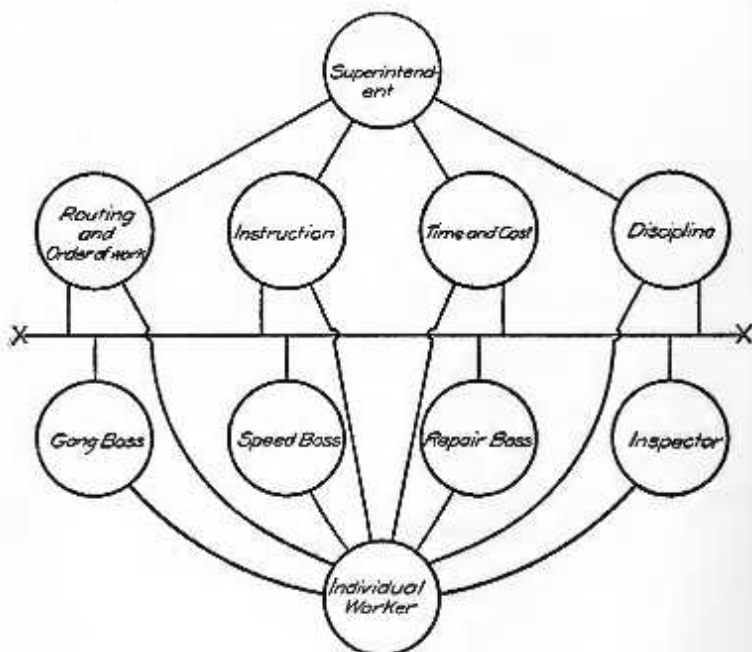
“X-x” represents the division between the planning and the performing. The five circles above the line “x” represent the superintendent and the four functions of the planning department,—the five circles below the line “x,” the four functions of the performing department and the individual worker. The lines connecting the various circles represent the lines of authority, if read downward; the paths from which direction and teaching come, if read upward.

This chart not only shows the method of operation of scientific management, but also indicates the universality of its field of application.

It is this universality that the various speakers and writers at this session will show. They are all men of action, whom I have persuaded to leave their work for today to tell you of their interpretations and applications of the principles of

\* Introductory remarks by Chairman Gilbreth at the session of the Boston Convention of the S. P. E. E. devoted to scientific management.

scientific management as laid down by its founder, Dr. Frederick W. Taylor. Men of widely varying training and experience, they are all versed in the practice as well as the theory of scientific management, and all believe that through scientific management alone can the problems of the academic as well as the industrial world be attacked and solved. It is to this belief that they have come here to testify today, and they will bring to you such justification for their belief that we know you too must believe.



With measurement has come the day of science. With scientific management, the result of measurement, has come the application of the laws of science to all work,—yours and ours. This is the message that we bring to you today,—and it is to this message that I know you desire to listen.

We all,—President Raymond, Dean Anthony, Professor Norris and myself, have coöperated to make it possible that

this message be brought to you. It has back of it a unity of purpose and will. We ask, now, your coöperation in carrying it to all the great schools and colleges that you represent. Through your coöperation only can it be made possible that scientific management shall come into its own as the great bridge connecting and unifying the academic and the industrial worlds.