

## Article by Alexander Graham Bell, undated

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Ideas concerning organization of Association. Dictation by A. G. B. Taken down by F. W. B. typewritten by C. R. C.

The idea which is gradually developing in my mind concerning the details of organization is that, the members shall form a council of experts, who shall meet together and discuss ideas concerning aerial locomotion and discuss what is being done elsewhere in the world upon this subject and decide that certain apparatus or experiments should be made at the expense of the association. Mr. Baldwin may have some idea he wishes to have tested and so with the others, quite independently of joint work. If the council should vote that these ideas should be tested practically, then Mr. Curtiss, as Director of experiments, acting through the Superintendent of the Laboratory, should provide the men and material necessary. My idea is that Curtiss should for the present have the title of Director of Experiments, and chief Executive Officer of the Association. He should direct the Superintendent of the Laboratory what to do with his men and material. All orders for material from outside should come through him. The money required for the support of the Laboratory should be placed from time to time in the bank to the credit of Beinn Bhreagh Laboratory account by the Treasurer on written request from the Director of Experiments, and Mr. Bedwin as Superintendent of the Laboratory should be empowered to draw upon this account as heretofore to the limit of the deposit to pay the men employed. His accounts should be audited by Mr. Curtiss, as Director of Experiments. Mr. Curtiss as chief executive Officer 2 should have full control of the Laboratory, dealing however with the men only through the Superintendent. In other words, Mr. Bedwin to have full control of the men and to pay them Mr. Curtiss to have full control of Mr. Bewdin, and to pay him. This is an innovation, for hitherto, Mr. Bedwin has been empowered to pay himself out of the funds deposited to the credit of Beinn Bhreagh Laboratory. His accounts also

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have hitherto been audited by Mr. Lyons, the Manager of the bank where the deposits are made. I should propose that Mr. Curtiss should audit all Laboratory accounts and that all deposits should be made to Laboratory account on his authorization. In the control of the Laboratory the Superintendent should know no one excepting Mr. Curtiss, and take all his instructions from him, recognizing him as my representative and the representative of the Association and Council. In a similar manner the workmen should recognize only Mr. Bedwin, and take their instructions from him. The workmen take their instructions from the Superintendent of the Laboratory; the Superintendent takes his instructions from the Director of Experiments; and the Director of Experiments takes his instructions from the Council or Association — of which he is a member.

The members of the Council should have specific duties assigned to them (some of them at all events, I am not so sure about myself).

Lt. Selfridge, as Secretary of the Association should keep the records of the meetings and preserve the gist of the discussions. I think he should also have charge of the Library of the Association and make it his duty to see that the literature of the world relating to aerial locomotion is rendered accessible to members, so that all may have an opportunity of studying what has been done elsewhere, what is being done, and what plans are in contemplation. It should be his special duty to study the literature of the subject and report to the association from time to time upon what is being done elsewhere. He should also attend to the correspondence of the Association. In this connection, it would be worth while considering whether he should not be supplied with an assistant Secretary, not a member of the Association, to do the clerical work. If, as seems probable, Lt. Selfridge should be willing to give his services to the Association without remuneration, it would be a very proper thing for the Association to provide him with an Assistant. While at Beinn Bhreagh an arrangement could doubtless be made whereby he could secure the services of my private Secretary Mr. Cox, during a portion of each day.

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Douglas McCurdy , in addition as acting to Treasurer of the Association and rendering financial reports from time to time might be assigned the special duty of keeping photographic records of apparatus and experiments; photographing such apparatus and such experiments as he may be directed to photograph, by the Director of Experiments. It should also be his special duty to make calculations for the Association; and, generally, to verify weights and measures, and calculations, and act as Assistant Engineer.

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Mr . Baldwin , should be recognized as Engineer in chief in charge of theoretical construction, to see that all structures made should be designed on sound engineering lines. He should also have special charge of drawings, plans, and designs for structures; and the engineering drawings made by him should be preserved and placed on file in the Engineer's Office.

Mr. Curtiss should be recognized as the chief executive officer of the Association, having as his special duty the direction of experiments, under the direction of the Council; and also have special charge of motive power, the designing of engines, propellers, and their accessories, consulting with the engineer in chief regarding structures to support the strains produced by their operation. He to have exclusive control of the Laboratory Staff, as stated above, acting through the Superintendent.

A . G . Bell to act as general adviser to the Association without specific duties assigned. To preside at the meetings of the Association as permanent Chairman, and in his absence the members present to appoint a temporary Chairman.