

# **Eno Transportation Foundation**

## Transportation Reform Extends to Education

DON KNIGHT

NHANCEMENT OF THE EDUCATIONAL PROCESS. These five words—part of the statement of purpose of the Eno Transportation Foundation—encompass much of what the 71-year-old independent think tank is all about as it begins to expand its research and communications program.

"There are many new and exciting components of our strategic plan for the future, our new beginning," says foundation President Roland A. Ouellette, "but our ongoing collaboration with the academic community and efforts to expand those activities is one of our top priorities."

Academic collaboration has always been a priority for the nonprofit, nonpartisan think tank endowed by William Phelps Eno in 1921, but this year the foundation will attempt to heighten its role and confront what its leadership calls a critical vacuum in transportation education.

According to foundation board Chairman Robert S. Holmes, "The constituency for improving transportation education is fragmented, generally lacking focus for cooperative interdisciplinary support."

Don Knight is Director of Public Affairs, Eno Transportation Foundation. The foundation will try to focus on this shortcoming by expanding collaboration with transportation schools and other institutions of learning through a new Center for Transportation Education.

The center, like much else in the foundation's blueprint for the future, is part of a



Former Secretary of Transportation Samuel Skinner accepts most recent edition of *Transportation in America* report from Eno Transportation Foundation President Roland Ouellette; the report presents costs and usability trends for all transportation modes in public and private sectors. streamlining, a reordering of priorities to provide new impact for basic research and communications programs.

### New Center for Transportation Education

The goals of the Center for Transportation Education, guided by a five-member Board of Regents, will be to strive to stimulate, disseminate, and implement ideas and programs leading to a higher level of transportation education and attainment in the United States and abroad. All of this fits well with William Phelps Eno's crusade to meet change with change, when necessary, with his close ties to Yale University's traffic engineering school and his principal goal to foster transportation education.

The key element of the liaison with academia will be annual leadership conferences involving students, faculty, civic leaders, legislators, and other transportation decision makers. Perceived weaknesses in

*Top*: Artist's rendering of new Eno Transportation Foundation headquarters near Leesburg, Virginia. education were discussed at last fall's joint meeting of the foundation's policy and advisory boards and some 30 other transportation experts from the public and private sectors.

"We are doing a poor job in our universities in training future transportation professionals regarding environmental impact and workable solutions," stated panelist Lester A. Hoel, Hamilton Professor and former Dean of Civil Engineering at the University of Virginia. Hoel, responding to status reports on Eno-sponsored research that focuses on environmental and energy issues, said a "major target audience for this research should be transportation students and faculty, so that we can incorporate the information developed in both reports into our curriculum in a much more cohesive manner'

Hoel will have the opportunity to help implement this strategy as Chairman of the new education center's Board of Regents. His fellow regents are James I. Taylor, the board's Vice Chairman and Associate Dean of the College of Engineering at the University of Notre Dame; Thomas Brahms, Executive Director of the Institute of Transportation Engineers; Thomas B. Deen, Executive Director of the Transportation Research Board; and Francis B. Francois, Executive Director of the American Association of State Highway and Transportation Officials.

The foundation will add another dimension to its new beginning this year when it begins construction of new headquarters near Leesburg, Virginia, ending the 53-year tenure at the original headquarters in Westport, Connecticut.

The relocation is based primarily on the need to have proximity and more effective liaison with transportation leaders, national interests, and other research groups operating in or near the nation's capital.

#### **Eno: Crusader for Traffic Reform**

When William Phelps Eno died in 1945 at age 87 after a half-century of pioneering on behalf of improved transportation, the foundation's leadership resolved that Eno's remarkable career and success in the United States and abroad should remain an

inspiration to those who would take up his cause. That cause had its genesis with Eno's childhood experiences and frustrations involving horse-and-wagon congestion in New York City during the late 1800s.

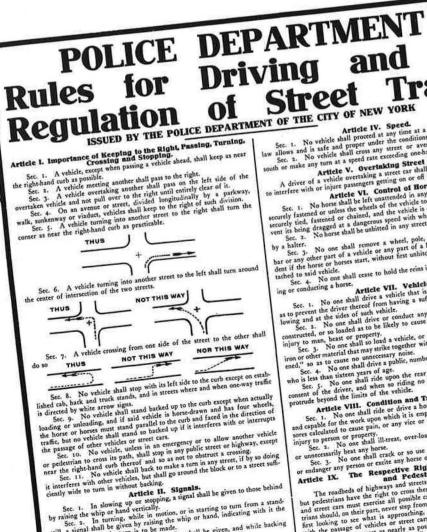
Eno experienced his first traffic jam at the age of nine while riding in the family carriage along Broadway. Years later he would remember, "We sat there for half an hour until one driver decided to turn around and head the other way . . . no one knew what to do; neither the drivers nor the police knew anything about the control of traffic." That experience had a profound impact. A seed was planted that would grow into a lifelong determination to find solutions for congestion and discipline in traffic control.

By the turn of the century, more exasperating vehicular masses, which included automobiles, occurred. Eno, then 41, began to put his ideas on paper, in the form of letters to and articles for local journals and newspapers about the traffic chaos. His treatise on the "necessity for rational management and observance of the rules of the road and their enforcement" caught the fancy of city officials, the media, and the public.

His proposals included new rules for right-hand driving, the application of the first electric traffic signal, pedestrian crosswalks, one-way traffic circles, roadway signing and pavement marking, drivers' licenses, vehicle registrations, and citations for rule violations.

Eno left his father's prosperous Manhattan real estate business to mount his worldwide crusade for traffic reform and implementation of his concepts for sane and

Eno's "Rules of the Road," issued in 1909 in New York City.



Article IV. Speed.

Sec. 1. No vehicle shall proceed at any time at a greater speed than the allows and is safe and proper under the conditions then obtaining.

Sec. 2. No vehicle shall cross any street or avenue running north and sec. 2. No vehicle shall cross any street or avenue running north and the south or make any turn at a speed rate exceeding one-half its legal speed limit.

south or make any turn at a speed rate exceeding one-half its legal speed limit.

Article V. Overtaking Street Cars.
Article V. Overtaking Street cars hall exercise due caution not to interfere with or injure passengers getting on or off said car.

See, I. No horse shall be left unattended in any street or highway unless See. I. No horse shall be left unattended in any street or highway unless securely fastened or unless the wheels of the vehicle to which he is harmested are securely its did, fastened or chained, and the vehicle is of sufficient weight to present the strength of the speed with wheels so securely titled, fastened or chained, and the vehicle is of sufficient weight to present the strength of the speed with wheels so secured. Yet its being dragged at a dangerous speed with wheels so secured. See, 2. No horse shall be unbitted in any street or highway unless secured by a halter.

by a halter.

No one shall remove a wheel, pole, shaft, whiffic-tree, splinterbar or any other part of a vehicle or any part of a harness, likely to cause accident if the horse or horses start, without first unhitching the horse or horses attached to said vehicle.

Sec. 4. No one shall exceed to hald at dent if the horse or horses start, without first unhitching the horse or horses activated to said vehicle.

Sec. 4. No one shall cesse to hold the reins in his hand while riding, driv.

Sec. 1. No one shall drive a vehicle that is so covered in or constructe.

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In the sides of such vehicle, lowing a sufficient view of the traffic for the sides of such vehicle.

Sec. 3. No one shall drive or conduct any vehicle in such condition, constructed, or so loaded as to be likely to cause delay in traffic or accident injury to man, beast or pass load a vehicle, or drive a vehicle so loaded, when the side of such that may strike together without its being properly defended to so as to cause no unnecessary noise.

Sec. 4. No one shall drive a public, numbered, licensed or business veh who is less than tixteen years of age.

Article VIII. Condition and Treatment of Horses.

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Sec. 1. No one shall ride or drive a horse not in every respect fit for a spalle for the work upon which it is employed and free from lamen ores calculated to cause pain, or any vice or disease likely to cause acciding private person or property.

sec. 1. When were upon which it is a sproaching, and capable for the work upon which it is a sproaching, and capable for the work upon which is a sproaching to person or property.

Sec. 2. No one shall illustreat, over-load, over-drive, over-ride of sec. 3. No one shall crack or so use a whip as to annoy, interference of the sec. 3. No one shall crack or so use a whip as to annoy, interference of the sec. 3. No one shall crack or so use a whip as to annoy, interference of the sec. 3. No one shall crack or so use a whip as to annoy, interference or sec. 3. No one shall crack or so use a whip as to annoy, interference or sec. 3. No one shall crack or support that which he is a sec. 3. No one shall crack or section and person person or excite any horse other than the third that the shall crack or section and section and street cars must exercise all possible care not to injure pedestrians and street cars must exercise all possible care not to injure pedestrians and street cars must exercise all possible care not to injure pedestrians and street cars must exercise all possible care not to injure pedestrians that the section and street cars must exercise all possible care not to injure pedestrians that the section and street cars must exercise all possible care not to injure pedestrians and should not, needlessly first looking to see what is approaching, and should not, needlessly first looking to see what is approaching, and should not, needlessly first looking to see what is approaching, and should not, needlessly first looking to see what is approaching, and should not, needlessly first looking to see what is approaching, and should not, needlessly the section of the section



Robert S. Holmes, Eno Transportation Foundation Chairman.



Roland A. Ouellette, Eno Transportation Foundation President.



Lester A. Hoel, Board of Regents Chairman for Eno's new Center for Transportation Education.

orderly transportation. His "Rules of the Road" became law in New York City in 1909. He introduced other ideas and innovative proposals to London, Paris, Rome, and Washington, D.C. Eno received France's Legion of Honor for his work on a traffic plan that the French labeled "Le Système Eno."

Although Eno's work earned him wide recognition as the "father of traffic regulation, control, and engineering," he gradually embraced multimodal interests. He developed a plan for subways in New York City long before anyone else seriously considered the concept. He became interested in maritime activity, supported railroad development, and in the 1920s, launched research on the future impact of aviation.

#### **Attracting Other Experts**

Eno soon recognized that his crusade to, improve transportation at all levels posed more challenges than one person could address in a lifetime. In 1921, he chartered and endowed his nonprofit research organization with the stated objective of attracting the thinking of other experts and spe-

cialists, as well as to provide an objective medium for disseminating his own philosophies and ideas.

By 1938, with the foundation headquartered in Connecticut, Eno's research embraced at least 60 separate areas of study. In 1956, the *Saturday Evening Post* described the foundation as "the only agency with the time and money to take the long view . , . the main fount of pure research so important in the world that people consider it the great oracle of traffic."

#### Reaffirming the Crusade

Last year, the foundation leadership reaffirmed the goal Eno envisioned 70 years ago when he adopted the Latin phrase "ex chao ordo" (order out of chaos) as his motto. The directors vowed to pursue a policy "dedicated to freedom of mobility, facilitated by safe, efficient, and environmentally sound transportation systems and services."

The directors also forged a new mission statement calling for excellence in transportation research, dissemination of timely information, enhancement of education (through the new program of academic collaboration), and effective liaison with government and industry. An appendage to the mission statement indicates that the foundation will remain multimodal and continue to embrace all aspects of transportation—below surface, on surface, on water, and in the air.

The foundation's blueprint heeds Eno's admonishment of a half-century ago that "advancement in transportation technology and services and the increase in public demand will always outpace a responding change in public policy."

A well-defined and broader constituency, including an associate membership program and an expanded communications plan, will be aimed at stimulating greater awareness and involvement in the processes and mechanisms that guide transportation development. The foundation will continue to adhere to the basic philosophy of independence, nonpartisanship, and nonadvocacy.

The communications plan includes sub-

stantive support and involvement in a fourpart National Public Broadcasting System television series on transportation scheduled to air next year. Also, the foundation has established a direct communications link with some 300 transportation journalists nationwide, setting up a resource center to aid in coverage of new issues and evolving technology.

Inherent in these expanded programs is the desire to improve the quality and impact of the foundation's publications, such as *Transportation Quarterly*, a journal that has been published for 45 years.

In addressing the recent foundation conference, Hoel noted the importance of good communication and changing peoples' behavior without alienating their support. "We can do this with education and with public information, and by making our message personal," he said.

William Phelps Eno, who actively promoted his ideas through media channels and the political process and by employing the resources of his think tank, would no doubt have agreed with Hoel's assessment.

As one transportation journalist recently put it, "Eno sure knew what he was doing when he chose traffic as his cause. As long as traffic chaos exists pretty much everywhere ... the Eno Transportation Foundation will have plenty to think about."



William Phelps Eno in Paris, where he received the French Legion of Honor in 1925 for his work in the development of the city's street and traffic plan.