Manuscript pages: Farm and Factory

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How long it took men who ventured into boats onto the sea to learn to use sails, I do not know. And after they began to use sails, how long did it take them to learn how to make combining human and elemental forces so that if they wanted to go safely through nearly invisible winds—the winds of the varying moods of the wind—they must have a sail—a sail to the windward. One of the things that life has been through the centuries trying to teach men is that whatever their undertaking there comes blustering and violent weather when nothing carries through but what is equivalent to the sail to the windward. It is one of those primary things that wise teachers try to impress upon youth. It is the origin of our vast insurances—that a nest egg—that surpluses for corporations—reserves in banks—looking after seed corn—looking out for the inevitable bad spell—the slump in the cycle—something which seems well established even if its laws have not been completely chartered as the rotation of the earth on its axis.

In the attempt which has been going on now for so many years in this country and very actively since the Civil War to organize the industrial life so that it will tide over, carry on those who are in danger through depressions as well as booms, one of the steady interests has been how to bring about the general recognition of the need of this thing and how to provide it.
Different groups pine their faith to different remedies. One and which has which has always been a favorite in high places is the unceasing of the land and the factory, the encouraging of the worker, not to pay rent but to invest in a home - and if practical a home with land put into seed for a garden. And where it is practical as it is in many places is a home on a little farm. Probably there has been no sounder soil ever set up for the windy winds of industry than the garden and the farm. And I know of none that have stood the test better in the present depression than they have, for they not only give at a minimum rent, roof, shelter from which the landlord cannot turn you, but they give food. It is not impossible for a family to live off a little piece of land, wisely managed, with the expenditure of a few dollars for salt, sugar, coffee. You can practically everything else off the land. I know this is true because I have seen it done, seeing it done in two quarters particularly through the acquaintance I made nearly for twenty years ago. This relation of the land to the worker was then recognized and had been for many years and where there was an effort making to establish it as a settled policy - this policy had been adopted by one of our greatest corporations - the United States Steel Company. Two of its big subsidiaries in which I had watched it working with the keenest kind of appreciation of interest and indeed real joyfulness - the kind one of joyfulness finds in seeing some pet theory of their own working
It is twenty years ago, as I say, that I first made my acquaintance with the two particular enterprises to be experiments. But now at the end of twenty years with this dire pressing going on, already three years old and no end in sight, I wanted to know how they stood up, were they still growing experiments—these enterprises.

One of the most important things for us to consider in our industrial system is whether or not the things we have established are permanent things—whether they have got the virility, the soundness, to be carried on when men of sufficient intelligence and understanding are at their head. If the things that we undertake do not go on, if there is to be a continual return to the casual, the opportunist; industry has got to be settled thing then I do not see how we can expect the industrial age to serve the American Plan. In the long run it produces huge unsettled population, the result of its own controlled secundity, its awful capacity of over-production not held in leash, fitted to some kind of an intelligent calculation of consumption, that is, if these millions are to be unsettled millions then it is a serious outlook. What I wanted to know was whether not only for the mail for the windward had been set in this matter of but whether it continued to fly in the places where I have seen it so gallantly working. So I went out with a double query—was
What have we done in Industry-Cities, I ask. In City-Industry, we have made a new era with all our services, in every city...