

jointly, by representatives of the management and of the employees, from industries in the territory served by the Pennsylvania system. The management desires to thank not only the employees and their officers concerned for the spirit in which the negotiations were conducted, but also the industries along the lines of the system for their co-operation in furnishing such information.

This successful outcome of the wage negotiations with the maintenance-of-way and telegraph and signal employees constitutes one of the most notable achievements thus far recorded for the Pennsylvania Railroad's employee representation plan. This plan, for the amicable settlement of controversial questions, was first put into effect, by mutual consent, on January 1, 1921.

Since that time, and prior to the opening of negotiations over the pending wage revisions, the plan has been instrumental in bringing to peaceful and satisfactory settlement more than nine thousand controversial questions between management and employees.

The spirit of this announcement and of the action that led to it illustrates the principles of what *The Outlook* has for many years been calling industrial democracy, and for as many years has therefore often been denounced, on the one hand by stubborn reactionaries, and on the other by intellectual radicals, as visionary and impractically optimistic. Mr. Gompers is an example of the reactionary and Professor James Harvey Robinson of the intellectual radical. Mr. Gompers opposes the employee representation plan because he wants the despotic power, formerly unmistakably wielded by organized capital, transferred to organized labor. He stands for class domination, not for co-operation. Professor Robinson in his "Mind in the Making" not only assumes but positively asserts that reformers may expect to find preachers, universities, and business men giving no help in the endeavors after industrial justice.

We may perhaps add without too much pride that General Atterbury, Vice-President of the Pennsylvania Railroad, who has been devoted in his support of the employee representation plan, has acknowledged the important part performed by Sherman Rogers, of our staff, in its successful introduction on the Pennsylvania system.

THE PRESIDENT'S PLAN FOR ENDING THE COAL STRIKE

HAVING called representatives of the striking miners and of the mine operators into joint conference, President Harding put before them last week a proposal which he hoped would end their deadlock.

Recognizing the serious consequences

which would follow a coal famine that could hardly be avoided if production were not resumed, the President suggested that the miners return to work at the old scale, which would remain effective until August 10, but that in the meantime a coal commission, consisting of three members to be chosen by the miners, three by the operators, and five by the President himself, should determine a temporary basic wage scale to be effective until next March; that in case of failure to reach a decision by August 10 the commission should have power to direct the continuation of work on the old scale until the new scale is ready. Involved in this plan is a proposal for a thorough investigation of every phase of the coal industry.

This plan is not unlike that which was proposed by President Roosevelt during the great anthracite strike of 1902.

Obstacles in the way of the immediate adoption of President Harding's plan at once presented themselves. One of the most serious of these was the fact that the operators' representatives at the conference were not nominally representative of the whole coal industry. Another obstacle lay in the fact that one of the very questions in dispute was whether the strike should be settled Nationally or by districts. Before this issue of *The Outlook* reaches its readers it is probable that the success or failure of this plan will be definitely known.

In the light of what happened to the obstructionists in the case of the anthracite strike in 1902, it is hard to imagine any group putting itself in the way of a reasonable plan for providing fuel for the needs of industry and for households during the coming winter.

THE SMALL COLLEGE

THE small college is coming into its own again.

In the early days an American college education was to be had only in small institutions. Harvard a hundred years ago had no more students than Amherst or Williams have to-day. The very phrase "small college" was given a special flavor by Daniel Webster in his famous apostrophe to Dartmouth before the United States Supreme Court.

But not long after Webster's time the pendulum of education began to swing the other way. Money was given and students flocked to the big universities. The cry was all for vocational education, for training that enabled a man to get a lucrative job in industry or finance, for physicists and chemists and engineers, for schools of mines and lab-

oratories and hydroelectrical research equipment.

Against this flood tide the small colleges struggled on—sometimes valiantly, sometimes foolishly, but always feebly. For the small college cannot either in teaching staff or equipment compete with the great endowed or State universities in furnishing a training in applied science or scientific research.

But all the time the small college has had a function, a peculiar function, which it too often either forgot or neglected—a function which during the recent graduating season was recalled by more than one college president and by several distinguished Commencement speakers. Secretary Hughes and President Harding both referred to it in effective educational addresses.

That function is, not the discovery and dissemination of new facts in science or philosophy, but the development of character or personality in the individual student. It was this that President Garfield had in mind when he defined the ideal college as a log of wood with Mark Hopkins at one end and a student at the other.

If any failure is to be ascribed to the great university, it is the failure to assure this personal contact. Of the undergraduates that passed through Harvard during William James's incumbency how many failed to come into vital touch with that great spirit that now regret what they lost!

That this vitalizing intercourse may, and does, exist at the small college was illustrated by a delightful incident at Bowdoin's Commencement. In conferring the honorary degree of Doctor of Science upon Professor William Albion Moody, of Bowdoin, President Sills used these words: "Thirty-eight years teacher of mathematics at his Alma Mater who has made generations of freshmen tremble and generations of graduates rise up to bless him for having inoculated honest intellectual habits."

At this characterization a ripple of appreciative laughter and applause swept over the graduating class, which, clad in academic gowns, sat in front of the dais. Not one of them, however often he may have flunked in Professor Moody's classroom, or however small the residuum of mathematical formulæ which his mind retained, but felt a sense of gratitude, not for equations he had been taught, but for the impress he had received of an upright, high-minded, clear-seeing, straight-thinking, honest-hoping personality.

For this kind of education there are needed no laboratories, no rich equipment of apparatus, no complicated and expensive machinery—only a blackboard, a few choice books, a love of

truth, a desire to know what the noble minds of the past have done, and a great spirit of human sympathy and a divine yearning for the future of the race. These the small college can possess, and the colleges or universities, large or small, that do possess them will give us our future leaders.

THE FIGHT OF A CLEAN SPORTSMAN

THERE is no name in the annals of professional baseball in this country which has lingered affectionately so many years in the memory of millions of fans as has the name of Christy Mathewson. Only last week an emotional wave of interest again swept over the United States when this idol of other years was reported in every important newspaper from the Atlantic to the Pacific to have hurled the first ball in a "bush" league game at Saranac Lake, straight and true across the plate for a "strike." It was the only ball he pitched, but some two thousand persons, including old friends from near and far, gathered in that secluded health center to see Mathewson do it.

He appears to be winning a grim fight of years with tuberculosis, contracted abroad, if memory serves us right, with the American Expeditionary Forces; winning it by the exercise to the utmost of the highest human quality of perfect self-control which made him so long a pre-eminent victor on the baseball diamond. He was a human thoroughbred in this field of National sport. He was applauded by millions for his character as much as for his victories, and the chief quality of his character was self-control. Nobody who has ever seen him pitch can forget it. The rest of the team might go to pieces, but Mathewson never did. Batters might find his curves furiously for the time being, but he coolly bided the turn of the tide. He was directly credited by the experts with winning one of the World's Series single-handed. Our recollection is that in this series the opposing team did not score a run against him. He never disputed an umpire's decision. He might look whimsically and regretfully in an umpire's direction, but he never said a word. He was a marked contrast to the latest popular idol, Babe Ruth, whose self-indulgent two hundred and fifty pounds seems always to be brawling with umpires, and who seems to be always wishing to thrash the grand stand whenever he strikes out and the grand stand jeers.

Mathewson was a graduate of Bucknell University, in Pennsylvania, and he

was an intelligent thoroughbred in his chosen vocation. Breeding and training will tell, whether in man or beast. Joe Patchen was the most famous race-horse of his time, because added to his other qualities was a perfect self-control. When the whole field of horses came rushing down towards the judges' stand and the bell rang for them to try again because they were not fairly in line when they passed the starting-point, all the other horses might go tearing down the field in a frenzy of excitement before they were pulled up; but as soon as he heard the bell Joe Patchen would stop suddenly as if he had a stroke of apoplexy and, turning quietly around, would walk slowly back to the original position at a great saving of energy and nerve over his adversaries. But he was usually good to win three out of four heats in any race in which he entered. He was everything that every other horse was, plus self-control.

It is Christy Mathewson's human self-control which has shown itself in a highly intelligent, unblemished character and career, which brought him unprecedented success on the baseball diamond, and which is now probably happily winning for him his fight with one of the grimmest and the most subtle of all physical foes.

Good breeding and good discipline count heavily. One of the Harvard rowing coaches at New London the other day is credited with a bit of philosophy in describing what brings victory in a grueling four-mile race. He is reported to have said to his men that the way they would perform in the first mile depended upon their training, in the second mile upon how they personally had lived, in the third mile upon how their fathers had lived, and in the fourth mile upon how their ancestors generally had lived.

Christy Mathewson has not only a good character and technical training, but he must also have a good pedigree.

Last year, when it became known that he needed funds in his fight at Saranac, a single benefit game on the Polo Grounds in New York netted him, according to our recollection, from thirty to forty thousand dollars. And there was no limit to the extent of his backing by the vast multitude of his admirers. It was not that he was a great sportsman pitcher, although he was that. There have been other great pitchers. But the thought of the kind of man Christy Mathewson had always been aroused the generosity of a great company of Americans. Mathewson is a type, whether in sport or politics or business, which the American people prize.

MUSIC AND POLITICS

IN an impromptu speech before the Republican Glee Club of Columbus, Ohio, President Harding drew a natural and apt comparison. He said, if we may paraphrase his words as they were reported in the despatches, that political parties were like glee clubs—they could only be successful if all the members sang together. He said that if the members of glee clubs acted like some party workers the sopranos would demand special consideration because they sang soprano and the altos, tenors, and basses would do likewise, to the immediate destruction of harmony and the eventual destruction of the glee club. He continued his comparison by applying it to his own situation. We quote directly. "I don't care to be a soloist," he said, "because I am President, but somebody has to do the directing. If men are not willing to sing to measure and score and the director's plan of harmony, there will not be much singing."

The President's comparison is admirable. Political parties must sing together if they are to produce the music of organized government. But the comparison can be developed further than it was by the President, if he has been completely quoted.

Political parties are like glee clubs. We have two such major glee clubs in the United States. These organizations are striving, not only for harmony within their ranks, but also to attract a National audience. They must, if they are to be successful, not only sing well, but they must also sing the music which the public wants.

In 1912 the music sung by the Republican glee club was so badly chosen that the bulk of the regular audience marched out of the Republican tent in a body, to the great advantage of the Democratic choir leader across the street. By 1916 a large body of auditors had tired of the Democratic programme, but not enough had gone back to the Republican tent to fill the house. By 1920 the tunes of the Democratic club had worn out their welcome, with the result that the Republican glee club director had to hang out a S. R. O. sign after the November elections.

The National audience will listen to the glee club which offers the most inviting programme, played with the greatest skill. The skill is important, but the programme must not be forgotten.

We think that there are increasing signs that the public is growing weary of some of the tunes in the Republican repertoire.