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The report on the student labor program for the farm is very vague and lacking in any sort of accurate figures and facts for the first year and a half of the college farm project. The program and policies used in the management of the student labor as stated in this report are merely a collection of the features that have been remembered by those students and faculty who were here during this period.

During the spring of 1942, the first semester in which the farm was enacted as a regular part of the college activities, the management of the student labor program was placed under the control of the administration and handled mainly by Miss Mary Jo Shelly, assistant to the President. A system for participation was devised whereby a list was posted designating a particular period of two hours of work per week for each student. These lists were compiled from the free time listed on the student schedules. In addition to this scheme, an occasional farm day was also used to meet extreme farm emergencies. However, nobody was commissioned with the task of seeing that the two hour requirement was fulfilled, and by the end of the term the labor program had degenerated into a volunteer system. The main work of that spring was outlined to consist of digging and building a root cellar for food storage and of planting various field crops (see Woodworth's report). By the end of the term the cellar was not even one-fourth completed, although the crops had been planted. The conclusion drawn by those who worked with and under this system is that it was neither a workable nor successful method of organizing the student labor; neither from the standpoint of accomplishing the work outlined nor from the standpoint of receiving adequate student participation and cooperation.

During the summer of 1942 the farm project was carried on by the

members of the college who worked six hours a day in return for board and room. The labor was managed by Eve Glass, a student of the summer school; and the number of students working ranged from three to eight people daily throughout the summer session. There is no record of either the technique followed for obtaining student labor or of the success of the summer participation.

In the fall season of 1942, Miss Gertrude Grimwood, secretary to the assistant of the President, replaced Miss Shelly in the management of the student labor program. This semester working squads were organized on the basis of five hours of work per week per student. Squad leaders were also appointed to aid in the direction of the individual squads. The fall term brought little response on the part of the community as a whole to the farm program and the work was accomplished by Mr. Woodworth with the aid of a very few students.

A need for a change in the student labor policy was recognized and was met by the appointment of Mr. John Lydenberg, a member of the faculty, to the position of coordinator and director of student labor. During the winter period, Mr. Lydenberg carefully planned and prepared a program for student cooperation designed to meet the immediate needs of the spring planting season. His policy was based on incorporating a requirement of five hours weekly for each student into the individual programs. The required contribution of each student was broken down into two hour and three hour periods to suit the convenience of each student. In addition to working farm participation into the college academic program, squad leaders were chosen and organized in order to aid in the work of direction and also in order to provide for a more efficient and smoothly running system. Furthermore, animal crews and

supervisors were organized to help with the feeding and care of the animals of the farm. In addition to organizing, directing and coordinating the vast job of student labor, Mr. Lydenberg also directed and assisted in all the actual field work, and took charge of all the clerical work connected with this particular section of the farm project. Also he had charge of supplying the orders for food to the kitchen and of directing all the vegetable preparation room work, consisting of preparing fresh vegetables for the meals, quick freezing all surplus crops and also of canning those that could not be put into the quick freeze.

Unquestionably this was the most successful semester of the farm program although the student response failed to fill the outlined requirements of the program. The success of the system during this term was chiefly the result of the fact that the student labor program was centrally organized and directed by one person. Mr. Lydenberg's organization of the labor recognized the necessity of establishing one central authority whereby the entire farm project could be viewed as a single working unit and the various parts of the program could be rearranged to suit the particular needs and demands as they arose. However, Mr. Lydenberg's huge task of organizing and coordinating the student labor program in addition to his immediate position of teaching and counselling proved to be impossible for one man. Hence, at the end of the spring term Mr. Lydenberg suggested that a student farm council be established to relieve him of the policy making and clerical work.

In accordance with this recommendation the community elected a farm council consisting of five student and two faculty representatives, with Mr. Jones, the President, and Mr. Woodworth, the manager of the entire farm program, serving as ex-officio members. The purposes of the

farm council as defined in the constitution were to take an active part in planning farm activity, in educating the student body as to the aims and progress of the farm program, and to serve as a clearing house for all problems arising on individual squads and in the community as a whole, with regard to the farm program. This first farm council consisted of the following members: Katharine Everts, chairman, Idolene Hegemann, secretary, Geraldine Babcock, Sue Fujii, Olga Owens, Mr. William Bales and Mr. John Lydenberg.

During the summer vacation of 1943 the farm project was carried on by a small group of boarding school students. The organization of the farm labor during this period was conducted on the same basis as the policy adopted during the preceeding semester. This program was also conducted and executed by Mr. Lydenberg in conjunction with Mr. Woodworth.

During the fall semester of 1943 the student labor program was resumed on essentially the same basis as it was operated during the previous semester with the exception that the farm council took over the secretarial work of the program. Squads were organized and squad leaders appointed by Mr. Lydenberg and the Farm Council. In order that the program be given formal place in each student's academic schedule reports were made by the squad leaders on each individuals participation and cooperation in the farm program and were submitted to counsellors along with the class reports. Rules were established and enforced to assure regular and prompt attendance. Under these rules students were obliged to secure formal excuses for absence. The problem of the lack of cooperation on the part of the majority

of the students was brought up by the farm council repeatedly throughout this semester. Various methods to deal with this problem were tried without success. Although the fall crops were harvested and quick frozen the majority of the work was done by a relatively few members of the community. In December, 1943, a new farm council was elected and Mr. Lydenberg resigned. The members of the new council consisted of Mary Walsh, chairman, Idolene Hegmann, secretary, Katherine Everts, Olga Owens, Louise Wachman and Mr. George Lundberg. *

No one was appointed during the winter period to replace Mr. Lydenberg as director of the student labor and Mary Walsh, in addition to being the chairman of the farm council, was appointed as coordinator of student labor by Mr. Jones. An extra man was hired to replace Mr. Lydenberg as field man and the kitchen assumed the responsibility of the vegetable preparation work. A new system was tried with the elimination of policing techniques and a more liberal policy was adopted whereby no reports were submitted to councillors and each student was given a five hour cut. The problem of student cooperation became acute and a meeting was held with the faculty and student officers in which this problem was introduced and it was requested that the faculty and student government give active support to the farm project. As a result of this meeting notices were sent to counsellors each week indicating student absence. This measure increased the work of the farm council until its members were spending from twenty to thirty hours a week on the program. As a result of

* See Appendix A for a detailed account of the various programs used by the Farm Council.

this three members of the council, Katharine Evarts, Idolene Hegemann, and Olga Owens, found that the work required too much time in addition to their academic courses and therefore resigned, and three new members were elected (Nonie Heed, secretary, Helen Lewis, and Katherine Sawtell).^{*} As a result of the large burden of the work falling on the farm council and the failure of student cooperation it was decided to try still another system, namely a voluntary one; the work continued to be directed by Mary Walsh and Mr. Woodworth. Weekly sheets were posted on which students could sign for work for a week in advance. Supervisors were appointed by the farm council to be responsible for the work and direction of individual squads. Within the first month it was found that this volunteer system produced the same low results that the previous systems had shown. After using techniques of propaganda, enticement, and every other imaginable scheme the farm council was forced to call upon the small minority of students who were willing to give two hours a week regularly to the farm program. This final system did not prove to be any more successful than the previous ones.**

As a result of the over all lack of interest, participation, and cooperation among the community toward the farm project during these three years, and after exhausting every possible technique to recruit labor, the farm council recommended that this community farm project based on student labor be discontinued as of December 16, 1944.

* see Appendix B for more complete account of the systems used during spring and fall of 1944.

** see Appendix C.

Appendix A

The farm program for the fall semester of 1943 consisted of the organization outlined below. Included in this outline are various policies of the farm council which were used during that period to cope with the various problems that arose in connection with the student labor.

1. Each student was required to work five hours on the college farm per week. The required contribution of each student was broken down into periods of one hour and forty minutes, two hours and thirty minutes and three hours and twenty minutes. Each was to make her own choice of work periods and of work days for the week.
2. Squad leaders were appointed for each squad by the Farm Council and Mr. Lydenberg. The duties and responsibilities of squad leaders consisted of taking attendance of her squad, handling and checking make-up slips, organizing her squad in the most efficient working manner, directing their work, and returning tools and equipment that was used by her squad.
3. Student assistants: On October 1, 1943, the Farm Council decided to appoint a group of students, including the members of the council, as assistants to Mr. Lydenberg, since the directions of the entire field work consumed far too much time and energy for one man. Each of these students were to be in charge of the farm on one or two mornings or afternoons each week. The duties of the assistants were 1) to have an over-all picture of what was being done and what still had to be done each week on the farm, and 2) to help Mr. Lydenberg see that all the squads knew what they were to be doing and that they were doing it properly.
4. Attendance: A report on each student was to be sent to her counselor every two weeks. This report was to include a record of her attendance, as well as an account of her cooperation, willingness to do the work and her ability to follow directions. On October 1, 1943 the system of reports was revised to consist of one every month, instead of one every two weeks. Finally on November 1, 1943, it was decided that farm reports would be made out twice a semester instead of once a month. This final system was designed to relieve the farm council of its great amount of clerical work and also to place the farm reports on the same basis as other class and counselor reports. Each student was required to make up any farming time that she had missed without an official excuse. Furthermore, when a student was absent twice, her counselor was notified.
5. Lateness: On October 14, 1943, the council enacted a policy designed to cope with the consistent problem of lateness to farm work. It was decided by the council that when a student reported late to her farm squad, she would be required to make up the lost time

Appendix A continued.

after the rest of the squad was dismissed. This policy was again reinstated by the Student.EPC in a joint meeting with the Farm Council on November 1, 1943.

6. Uncooperativeness: On October 11, 1943, the Farm Council enacted a policy of probation to combat the steadily increasing problem of the lack of cooperation with the farm program by a sizeable number of students. The policy stated that all students who were particularly uncooperative (in attendance, tardiness, or make-up work) would be put on two week probation. If at the end of the two week period their status had not improved they would be sent before the Central Committee for further action.

The over-all comment made by the Farm Council on the student labor program for the fall of 1943 was stated in the minutes of one of their final meetings for the season. "From an educational point of view the farm has been a failure, since most of the students look at it as a necessary evil, rather than a cooperative project and a part of the war effort."

Appendix B

The farm program for the spring semester of 1944 consisted of the organization outlined below. Included in this outline are various policies of the farm council which were used during that period to cope with the various problems that arose in connection with the student labor program.

1. Same as number 1 in Appendix A.
2. Same as number 2 in Appendix A.
3. Same as number 3 in Appendix A.
4. Assigned work: A new policy was enacted for the purpose of utilizing squads most efficiently. Instead of requiring each squad to work the full time that it was scheduled for, it was decided that when each squad goes out to farm, it would be assigned a certain amount of work. If this work was finished before the time had ended, the squad would be dismissed. It was hoped that this policy would improve efficiency and the attitude of the students.
5. Reports: The making out of reports during the preceding term, proved to be such an unpleasant and clumsy procedure for everyone concerned, that the Farm Council decided to dispense with reports this term, except in cases where the attitude and cooperation were poor. However, attendance records would still be kept by the squad leaders. Each student was also allowed to cut five hours of farm time, but it was still expected that she would make up any other lost time over and above this five hours.
6. Uncooperativeness: In the early part of June the problem of student cooperation became acute and a meeting was held with the faculty and student officers in which this problem was introduced and it was requested that the faculty and student government give active support to the farm project. As a result of this meeting, the Farm Council was delegated with the task of sending weekly notices to the counselors of students who had missed work on the farm for the week. (also including notice of back time that had been missed and not made-up). In this way, it was hoped that absences would be kept at a minimum. However, this improvement lasted only a very few weeks. Before the end of the term, the Farm Council found that out of the 200 students that were listed for farming, it was necessary to send notices of weekly absence to the counselors of as many as 97 students.

At the end of this spring term the Farm Council decided that it was impossible to continue the farm project under the conditions that prevailed at that time. After much consideration, the Farm Council decided to adopt a volunteer system for the coming fall term.

Appendix C

The farm program for the fall semester of 1944 consisted of the organization outlined below. Included in this outline are the various policies of the Farm Council which were used during that period to cope with the various problems that arose in connection with the student labor program.

1. Each student was asked to volunteer for two to four hours a week for farm work.
2. At the beginning of each week a sheet was posted on which students could sign up for the times when they would farm for that week.
3. The Farm Council organized supervisors who would carry on the task of organizing and directing the work of the individual squads of volunteers.
4. Farm days and farm weeks were used to obtain the necessary labor for harvesting the potatoes and the field corn. However, the farm day method of farming was not adequate for the job of harvesting these two crops.
5. Students were requested to sign up with their house chairman for farm work for the week. The first week that this system was enacted, it was partially successful. But on each succeeding week the returns proved to be less and less until this technique was discarded.
6. Sheets were sent to classes, whereby all instructors were asked to make an announcement about the lack of student labor and the necessity of getting the crops harvested. Then they were to take the names of all students that would volunteer to devote some of their time that week for work. This technique was one that brought success only of the first trial.
7. Personal contacts were used to enlist volunteers for work when the harvesting problem became acute throughout the semester.
8. People who were unable to do field work for physical reasons, were contacted to help with the vegetable preparation work.
9. Finally, after all volunteer methods and techniques failed to bring about a response to the farm program, the Council asked about 40 members of the community, who were willing to sign up for 2 hours per week regularly, to finish the harvesting program.

The Farm Council submitted a recommendation to Mr. Jones, recommending that the farm program, based on student labor be discontinued as of December 16, 1944. The farm program, as a community project, failed to achieve an adequate response on the part of the student body, to warrant a continuation of this project.