Early in the 20th century, Americans’ interest in the preservation of the country’s wilderness areas intensified. Writers proclaimed the beauty of the landscape, and new groups like the Girl Scouts gave city children the chance to experience a different environment. The desire for preservation clashed with business interests that favored unrestricted development. Gifford Pinchot (pîn’shō’), head of the U.S. Forest Service under President Roosevelt, took a middle ground. He believed that wilderness areas could be scientifically managed to yield public enjoyment while allowing private development.

"The American people have evidently made up their minds that our natural resources must be conserved. That is good. But it settles only half the question. For whose benefit shall they be conserved—for the benefit of the many, or for the use and profit of the few? . . . There is no other question before us that begins to be so important, or that will be so difficult to straddle, as the great question between special interest and equal opportunity, between the privileges of the few and the rights of the many, between government by men for human welfare and government by money for profit."

—The Fight for Conservation

President Roosevelt, a fellow conservationist, favored Pinchot’s multi-use land program. However, when he left office in 1909, this approach came under increasing pressure from business people who favored unrestricted commercial development.

Taft Becomes President

After winning the election in 1904, Roosevelt pledged not to run for re-election in 1908. He handpicked his secretary of war, William Howard Taft, to run against William Jennings Bryan, who had been nominated by the Democrats for the third time. Under the slogan “Vote for Taft this time, You can vote for Bryan any time,” Taft and the Republicans won an easy victory.
TAFT STUMBLERS As president, Taft pursued a cautiously progressive agenda, seeking to consolidate rather than to expand Roosevelt’s reforms. He received little credit for his accomplishments, however. His legal victories, such as busting 90 trusts in a four-year term, did not bolster his popularity. Indeed, the new president confessed in a letter to Roosevelt that he never felt like the president. “When I am addressed as ‘Mr. President,’” Taft wrote, “I turn to see whether you are not at my elbow.”

The cautious Taft hesitated to use the presidential bully pulpit to arouse public opinion. Nor could he subdue troublesome members of his own party. Tariffs and conservation posed his first problems.

THE PAYNE–ALDRICH TARIFF Taft had campaigned on a platform of lowering tariffs, a staple of the progressive agenda. When the House passed the Payne Bill, which lowered rates on imported manufactured goods, the Senate proposed an alternative bill, the Aldrich Bill, which made fewer cuts and increased many rates. Amid cries of betrayal from the progressive wing of his party, Taft signed the Payne–Aldrich Tariff, a compromise that only moderated the high rates of the Aldrich Bill. This angered progressives who believed Taft had abandoned progressivism. The president made his difficulties worse by clumsily attempting to defend the tariff, calling it “the best [tariff] bill the Republican party ever passed.”

DISPUTING PUBLIC LANDS Next, Taft angered conservatives by appointing as his secretary of the interior Richard A. Ballinger, a wealthy lawyer from Seattle. Ballinger, who disapproved of conservationist controls on western lands, removed 1 million acres of forest and mining lands from the reserved list and returned it to the public domain.

When a Department of the Interior official was fired for protesting Ballinger’s actions, the fired worker published a muckraking article against Ballinger in Collier’s Weekly magazine. Pinchot added his voice. In congressional testimony he accused Ballinger of letting commercial interests exploit the natural resources that rightfully belonged to the public. President Taft sided with Ballinger and fired Pinchot from the U.S. Forest Service.

The Republican Party Splits

Taft’s cautious nature made it impossible for him to hold together the two wings of the Republican Party: progressives who sought change and conservatives who did not. The Republican Party began to fragment.

PROBLEMS WITHIN THE PARTY Republican conservatives and progressives split over Taft’s support of the political boss Joseph Cannon, House Speaker from Illinois. A rough-talking, tobacco-chewing politician, “Uncle Joe” often disregarded seniority in filling committee slots. As chairman of the House Rules Committee, which decides what bills Congress considers, Cannon often weakened or ignored progressive bills.

Reform-minded Republicans decided that their only alternative was to strip Cannon of his power. With the help of Democrats, they succeeded in March 1910 with a resolution that called for the entire House to elect the Committee on Rules and excluded the Speaker from membership in the committee.

William Howard Taft

The Progressive Era 329
By the midterm elections of 1910, however, the Republican Party was in shambles, with the progressives on one side and the “old guard” on the other. Voters voiced concern over the rising cost of living, which they blamed on the Payne-Aldrich Tariff. They also believed Taft to be against conservation. When the Republicans lost the election, the Democrats gained control of the House of Representatives for the first time in 18 years.

**THE BULL MOOSE PARTY** After leaving office, Roosevelt headed to Africa to shoot big game. He returned in 1910 to a hero’s welcome, and responded with a rousing speech proposing a “New Nationalism,” under which the federal government would exert its power for “the welfare of the people.”

By 1912, Roosevelt had decided to run for a third term as president. The primary elections showed that Republicans wanted Roosevelt, but Taft had the advantage of being the incumbent—that is, the holder of the office. At the Republican convention in June 1912, Taft supporters maneuvered to replace Roosevelt delegates with Taft delegates in a number of delegations. Republican progressives refused to vote and formed a new third party, the Progressive Party. They nominated Roosevelt for president.

The Progressive Party became known as the *Bull Moose* Party, after Roosevelt’s boast that he was “as strong as a bull moose.” The party’s platform called for the direct election of senators and the adoption in all states of the initiative, referendum, and recall. It also advocated woman suffrage, workmen’s compensation, an eight-hour workday, a minimum wage for women, a federal law against child labor, and a federal trade commission to regulate business.

The split in the Republican ranks handed the Democrats their first real chance at the White House since the election of Grover Cleveland in 1892. In the 1912 presidential election, they put forward as their candidate a reform governor of New Jersey named **Woodrow Wilson**.

**Democrats Win in 1912**

Under Governor Woodrow Wilson’s leadership, the previously conservative New Jersey legislature had passed a host of reform measures. Now, as the Democratic presidential nominee, Wilson endorsed a progressive platform called the New Freedom. It demanded even stronger antitrust legislation, banking reform, and reduced tariffs.

The split between Taft and Roosevelt, former Republican allies, turned nasty during the fall campaign. Taft labeled Roosevelt a “dangerous egotist,” while Roosevelt branded Taft a “fathead” with the brain of a “guinea pig.” Wilson distanced himself, quietly gloating, “Don’t interfere when your enemy is destroying himself.”

The election offered voters several choices: Wilson’s New Freedom, Taft’s conservatism, Roosevelt’s progressivism, or the Socialist Party policies of Eugene V. Debs. Both Roosevelt and Wilson supported a stronger government role in economic affairs but differed over strategies. Roosevelt supported government action to supervise big business but did not oppose all business monopolies, while Debs
called for an end to capitalism. Wilson supported small business and free-market competition and characterized all business monopolies as evil. In a speech, Wilson explained why he felt that all business monopolies were a threat.

A PERSONAL VOICE
WOODROW WILSON

“If the government is to tell big business men how to run their business, then don’t you see that big business men have to get closer to the government even than they are now? Don’t you see that they must capture the government, in order not to be restrained too much by it? . . . I don’t care how benevolent the master is going to be, I will not live under a master. That is not what America was created for. America was created in order that every man should have the same chance as every other man to exercise mastery over his own fortunes.”

—quoted in The New Freedom

Although Wilson captured only 42 percent of the popular vote, he won an overwhelming electoral victory and a Democratic majority in Congress. As a third-party candidate, Roosevelt defeated Taft in both popular and electoral votes. But reform claimed the real victory, with more than 75 percent of the vote going to the reform candidates—Wilson, Roosevelt, and Debs. In victory, Wilson could claim a mandate to break up trusts and to expand the government’s role in social reform.

### Election of 1912

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Which causes do you think would upset most people today? Explain.