Salaries of $50,000 a Year Common and They Are Earned

Seemingly Highly Paid Executives, in Most Cases, Have Risen From the Ranks---Those Who Draw $25,000 Run Into the Thousands, Though Accurate Estimates Cannot Be Made

By JOHN WALKER HARRINGTON.

WITH what measure of money a man shall be paid for his services is the question of the hour.

Since the close of the European war the dollar-a-year men have gone back to their desks and the ranks of executive management are closing in compact formation. Salaries of $25,000 annually are growing frequent, if not common, while there are hundreds, and perhaps thousands, of men who are actually earning $50,000 and more each year. So great has become the incentive to reward special ability that there are also women in executive positions who are very near the $50,000 class and many more are on the way. The invention of the typewriting machine in 1876 was the forerunner of the feminine element in business, but it has not been until the last decade that the high salaried women of business have excelled as earners of real money.

Surveys of the large cities of the United States made by correspondents of THE NEW YORK HERALD reveal an increasing demand for men and women who can get results, for human beings who can actually produce instead of pose and evolve theories.

As the metropolis brings to it talent from all parts of the country looking for a market the number of $25,000 and $50,000 men is large in New York, although Chicago is a close second. In the large industries of the lake front there are from forty to forty-five men who are getting $50,000 a year or more, while it is estimated that about 375 are receiving a yearly stipend of $25,000 or over.

It is hard to find men who are worth from $25,000 to $50,000 a year, albeit there is a surplus of those who think that they are. Gen. T. Coleman du Pont was once asked the secret of success and he summed it up in the words: "Only ordinary work brings ordinary pay." There is the quest for the near superman in the realms of industry and commerce, and especially is this so in these days of readjustment and reconstruction.

Most of the promotions in these fields come from within organizations to which men belong, although lately agencies have had a hand in negotiating for candidates to fill the advanced positions in the armies of finance, industry and commerce. According to the National Employment Agency of this city, however, the search for the men who can make good is being carried to all parts of the country and the agencies are asked to search every field for high priced men, no matter who else may happen to have them. In one day this concern placed a mine locater at $25,000 a year and a railroad engineer to go to China for a like sum.

For the presidency of hundreds of industrial corporations in this country, according to B. C. Forbes, an annual salary of $25,000 is not unusual, while much larger sums are often paid. Production engineers, who have succeeded the unlamented efficiency experts, are receiving enormous salaries, although they seem only relatively so, as they are based on results. One well known master of mechanical processes is getting $67,000 a year, of which $12,000 is fixed salary and the balance based on output.

In banking and trust company circles large salaries are given to those officials who demonstrate their ability as getters of new business. In the large metropolitan bank, for instance, the chairman of the board who is rated according to his acquaintanceships and his influence draws from $75,000 to $100,000, the president $50,000 and the vice-presidents $30,000, $20,000 and $10,000, according to their rank and number.

In the transportation circles railroad presidents often command $100,000 a year salary and more, their value being determined by their ability to raise capital, to direct the traffic details and above all to develop new sources of income or to find men who have the brains and the creative ability to do so.

Many of the men who receive large salaries also have other means of income from royalties on inventions, or from the earnings of companies in which they are interested, which may double or triple their fixed honoraria.

These rewards, however, as are their salaries, have been earned by making new opportunities, instituting economies, or in some way adding to the sum of human wealth or to the commonweal.

All phases of human endeavor which have been crowned with the high rewards of from $25,000 to $50,000 a year or more are revealed in the accompanying sketches of men and women who have won recognition for themselves and also served humanity.

RUSSELL H. CONWELL.

ing career as lecturer, author, journalist and clergyman no less than $11,000,000. At the age of 78 he is still very much vitalized and filled with the spirit of helpfulness and prophecy.

When he started the Baptist Temple in Philadelphia, one of the largest churches in America, he had only fifty-seven cents, which was contributed by a little sick girl, who said that in her opinion the building ought to be started at once.

He is also the president of Temple University in the City of Brotherly Love.

For a poor youth, born of poor parents and having felt the sting of poverty, Dr. Conwell has had the friendship of more of the great ones of the earth than many men who were born to high estate. He knew intimately Lincoln, Longfellow, Oliver Wendell Holmes, Emerson and Bryant, and abroad he was on familiar terms with Dickens, Tennyson and Garibaldi.

In himself he is the best example of all that he preaches and teaches.

HOLIDAYSBURG, Pa., is not at all the cheerful place that its name implies. For a boy born on a farm near that hamlet life did not loom much in the way of $75,000 a year, but to Samuel Rea came a vision of the world beyond. He was clerking in a country store when he heard strange stories of the railroad survey, which led him to apply for a place as a rodman. It does not require a high order of brains to carry and hold a colored staff for others to sight at through the theodolite, and some men stay in the occupation of acting as a lay figure for years.

To Samuel Rea appeared the possibilities of the great railroad system, and out of the engineering department of the Pennsylvania he proceeded by steady strides to the head of the entire corporation. He was for a time in the employ of the Baltimore and Ohio, but it did not take the Pennsylvania long to realize that he was too valuable to be away from the organization which initiated him.

As a superintendent of bridge construction and creator of road beds and embankments he followed out the best traditions of engineering. His hold on the art of railroading, however, was due to his ability to see big things far ahead. His supervision of the work of construction of the Pennsylvania's tunnel under the Hudson and the East rivers, and of the monumental and classic pile known as the Pennsylvania Station brought him the degree of Doctor of Science from the University of Pennsylvania when his giant task was done.

ELBERT HENRY GARY as chairman of the board of the United States Steel Corporation gets $100,000 a year, a nominal sum, which does not nearly represent his annual income, as he also has certain stocks and bonds.

When he was graduated from the law department of the University of Chicago he was glad to get $12 a week as a clerk, and at the end of three years and a half he had risen to the high estate of taking $45 from his Saturday pay envelope. He branched out into the practice of law on his own account and made a $2,800 cleanup the first year. At this time he was living in his home town of Wheaton, Ill., where he had gone to the public schools as a farmer's boy, and he also practised law in Chicago.

Among his first clients were William Deering and John W. Gates, the latter of whom was ready even then to wager a million dollars that the young lawyer would get on. Mr. Deering and Mr. Gary attended the same church in Chicago, and, although Mr. Gates was not a pewholder Mr. Deering brought him and Mr. Gary together. Mr. Gates was then making barbed wire and Mr. Deering agricultural implements.

Out of the acquaintanceship of the three men grew many important developments in steel and wire industry, which in the course of time brought about the merger of many corporations and finally the creation of the United States Steel Corporation.

The reason that Judge Gary has succeeded so well is that he has a wonderfully creative mind and a genius for amalgamation, which he displayed in the case of that great combination which is composed of more than a dozen steel companies, all working harmoniously toward a common goal.

OUT of the diamond acre of baseball many riches for the salaried are gathered.

Judge Kenesaw Mountain Landis, the absolute dictator of baseball, from whose decisions there is no appeal, receives an annual reward of $50,000, in which is included his $7,000 salary as United States Judge for the Northern District of Illinois.

He lives in Chicago, where he practised law for many years and distinguished himself as a prosecutor in special cases.

Among the favorite players of the national game are Babe Ruth, whose pay for his work at the bat is $30,000 a year. That of Ty Cobb is a like sum.

The great leaders of the game, however, do not depend entirely on their salaries, as they also derive incomes from moving picture rights and similar enterprises.

EUGENE G. GRACE, the president of the Bethlehem Steel Company, gets only $100 a week, according to the books, but as he is paid in accordance with results also his salary may be counted as far more than that. Charles M. Schwab, who discovered him, has stated publicly that Mr. Grace earns about $1,000,000 annually and sometimes more.

Clerking in a country store at Goshen, N. J., was the way that Eugene G. Grace started. He spent his nights in study and his afternoons off on the baseball diamond. Thus he obtained much knowledge and discovered when it was that a man knocked out a home run. By sticking to his baseball and his books he won a scholarship which helped him through Lehigh University and gave him his degree as an electrical engineer.

Believing that there was a future in the steel business, he got a position with Bethlehem and worked with all his might.

"Who's that rookie over there?" asked Mr. Schwab one day as he was walking through the mills and saw Grace with sweat dripping into his eyes.

"I see," was all that he said when he was told, but from that day the advance of Eugene G. Grace was rapid. He made the presidency in 1912 and has been at the top of a great industry ever since.

His success, although this recipe may seem indeed antiquated material, was due to his tireless yearning for work and his ability to see the good points in others.

SOME one once asked Samuel Vauclain, the president of the Baldwin Locomotive Works of Philadelphia, what his salary was.

"Blessed if I know," was his reply, for this was before the days of income inquisitions. "I've been so busy working that I never thought about it."

It was then more than $50,000 a year and what with the interest which Mr. Vauclain has in the great factory which supplies locomotives to all the world, his income is far beyond the sum regarded as a most important milestone in life.

"Sammie" Vauclain, as he was known to his intimates, began his quest of fortune as a laborer in the railroad roundhouse at Altoona, Pa., near where the long and heavy trains come lumbering out of the tunnels on their way to smoke bound Pittsburg. By zealously cleaning out the pipes and the tenders of locomotives and polishing up the brasses he learned more about the insides of the great moguls of the rails than many engine drivers.

For eleven years he worked as a laborer, carrying a dinner pail to the tasks of a hard day, and coming back always with a head full of ideas. He rose in the confidence of the Pennsylvania and when several large locomotives were being built at the Baldwin works he was chosen to go to the Baldwins to supervise their construction. This was his first introduction to the establishment, of which he became the head in three years after he entered its employ. Such is Samuel Vauclain, whose chief hobby is work and who gets along, as he says, by attending strictly to his own business. Decorated by two nations for his services in the European war, he stands in a prominent place as the head of a great industry.

ONE of the highest paid professions in the world is that of the expert mining engineer, who is paid for services on the basis of the results obtained through his advice and counsel.

John Hays Hammond, whose salary and fees from a well known firm of copper miners is said to have been $1,000,000 a year, is typical of the men whose function is to separate Mother Earth from her treasure trove. He is a born explorer, a delver into the mysteries of the world and has in no way been hampered by a varied technical education. After a boyhood spent in San Francisco young Hammond entered the Sheffield Scientific School of Yale University. His father, a graduate of West Point and a thorough going person, insisted on his going to the School of Mines at Freiberg, for that was in the days when everybody believed that education had to be made in Germany. The first man he tackled for a job was the late Senator George Hearst, a noted gold mine owner.

"The only objection that I have to you," said the Senator, "is that you have been to Freiberg and have your head filled with a lot of fool theories. Don't want any kid glove engineers."

"If you promise not to tell my father," rejoined the applicant, "I will tell you something."

"All right," assented the Senator.

"I didn't learn a single thing in Germany."

So it was that at 7 o'clock the next morning the youthful engineer went to work and kept working twelve hours a day for a long time. On his advice his employer invested millions of dollars. Mr. Hammond, in order to further prepare himself for his calling, joined the United States Geological Survey as an examiner of gold mines and also took practical training as an ordinary workman and also as a foreman.

MOST of us in this land have believed at some time or other that we could write for the movies. Sometimes we send "scrip" to the mill and when we get it back, as we usually do, we are sure to think that we see the grist of it on the screen in a cinema drama based on our stolen story.

All the more reason why all putative and would-be scenario writers should do honor to Miss Frances Marion, who is reputed to earn $50,000 a year by writing screen plays that arrive. She is now a director as well and

MISS FRANCES MARION.

may often be seen at some favorite "location" sitting in her own specially marked camp chair and ordering the goings and comings of a mimic world.

Miss Marion is interested especially in the enterprises of Mary Pickford and Douglas Fairbanks, who are reported to have enormous incomes. It is estimated that the two of them realize half a million dollars annually, but whether this is the exact figure does not matter so very much, for everybody knows that the salaries of the screen folk are very large, even after the salt of publicity has been removed.

Charlie Chaplin is said to have an annual salary of $650,000, and other bright luminaries of the moving picture skies who began

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Personal Sketches Reveal Secrets of Success

FRANK HEDLEY.

FRANK HEDLEY, general manager of the Interborough, gets $50,000 and additional salaries of $15,000, to say nothing of substantial royalties from his various patents. He is an Englishman of mechanical bent, who came here as a youth with a kit of tools, which stood him in as good stead as the cat of one R. Whittington, who became Lord Mayor of London.

Young Hedley had a grandfather who built a locomotive, but left no estate that anybody could notice. On his arrival he got a job as a repair man in the shops of the Erie Railroad in Jersey City and began at once to earn a great deal more than he was paid for doing. This attracted the attention of his superiors, and they were still more struck by the new ways he suggested of doing old things, for there may be modern methods even of repairing Erie locomotives as many of them still survive.

The inventive mind of Frank Hedley carried him further when he went with the Manhattan Elevated Railroad as a foreman and later became master mechanic with the Kings County Elevated in Brooklyn. His abilities caught the notice of Charles T. Yerkes and resulted in Mr. Hedley going to Chicago, where he was at first superintendent of motive power for the Lake Street Elevated and then consulting engineer of the North Western Elevated in the Windy City.

When the subway was being put into commission in this city the officials of the older systems remembered that bright young man named Hedley and induced him to return and apply his trains of thought without brakes to the management of the traffic through the big tunnel. Mr. Hedley has been on the upgrade ever since. He is now one of the busiest men in New York in his efforts to keep the Interborough on the move.

IT is a far reach from a $30 a week stenographer to a $42,000 a year efficiency expert, but Miss Sarah H. Young has had the system of the magic touch with which she has accomplished a feat in the business world.

After an education in the public schools of Minnesota she took a course in a business college. She then became secretary to Gov. John A. Johnson, and was thrilled by a deep interest in executive work. She had fallen in love, head over heels in love, with her job—and she has been ever since. Although she is far from fickle, she has the habit of loving the last position best and doing her work with all her might. While she was secretary to George T. Simpson, the Attorney-General of Minnesota, Miss Young also studied law at nights at the St. Paul Law School.

When for a while she grew tired of the routine of office life she tried homesteading in Montana. The young woman, however, felt that farming was not in her line, and while she worked at it she went after another mental grub stake. This time she booked up on all the kinds of efficiency she could learn about and then made some of her special kind, which proved a great success. She soon made for herself a place and a name in the city of the Golden Gate and is as much as ever infatuated—with work.

ONCE there was a youth who wandered far from home in quest of fame and fortune and returned crestfallen to the abode of his parents. As he looked from his father's house one morning he saw the glint of a very bright pebble and went over and picked it up. This was the beginning of the world famous gem mines of Golconda, and also the inspiration for the most profitable lecture ever delivered. "Acres of Diamonds," which the Rev. Dr. Russell H. Conwell has delivered six thousand times in all parts of this country and throughout the world. He makes $50,000 a year out of this activity alone, and gives away most of it to help poor young men cut the facets of their talents on the wheel of education.

Starting as a poor boy himself, Dr. Conwell managed to get through Yale and a law school, and then turned from the bar to what is accounted the most unprofitable calling on earth, that of the ministry. All the same, he has made in his most interest-

Chicago's Notable List of High Salary Men

SELF-MADE men who came up out of minor positions into the seats of the mighty in commerce and finance abound in the city of Chicago.

One of the best known of these is Thomas E. Wilson, the packer, who forced his way by sheer will to the head of a great industry. His salary is given as $125,000 a year.

In the subjoined alphabetical list are the names of some of the men in Chicago who receive $50,000 salaries or more:

W. G. Bierd, president Chicago and Alton Railroad Company.
Henry A. Blair, president Chicago Surface Lines.
Henry W. Boyd, president Armour Leather Company.
Britton I. Budd, president Chicago Elevated Railroads.
E. J. Buffington, president Illinois Steel Company.
William M. Burton, president Standard Oil Company of Indiana.
Leonard A. Busby, president Chicago Railways Company.
H. E. Byram, president Chicago, Milwaukee and St. Paul Railroad.
Frederick W. Croll, vice-president and treasurer of Armour & Co.
W. H. Finley, president Chicago and Northwestern Railroad.
James B. Forgan, chairman of the board of directors First National Bank.
J. E. Gorman, president Chicago, Rock Island and Pacific Railroad Company.
Charles H. Hodges, vice-president American Radiator Company.
Hale Holden, president Chicago, Burlington and Quincy Railroad Company.
Claude C. Hopkins, chairman Lord & Thomas Advertising Agency.
Edmund D. Hulbert, president Merchants Loan and Trust Company; also president Corn Exchange Bank, also president Illinois Trust and Savings Bank.
Samuel Insull, president of Commonwealth Edison Company, also president of the Peoples Gas Light and Coke Company.
H. A. Jackson, president Chicago Pneumatic Tool Company.
D. F. Kelly, vice-president and general manager Mandel Brothers Department Store.
H. R. Kurrie, president Monon Railroad.
Charles H. Markham, president Illinois Central Railroad.
Harold F. McCormick, president International Harvester Company.
Cyrus McCormick, chairman of board International Harvester Company.
Orden Trevor McClurg, president A. C. McClurg & Co., publishers.
Arthur Meeker, general manager and vice-president Armour & Co.
H. H. Merrick, president Chicago Great Lakes Trust Company.
John J. Mitchell, chairman board Illinois Trust Company, Merchants Loan and Trust Company and Corn Exchange Bank.
George M. Reynolds, president Continental and Commercial National Bank.
Julius Rosenwald, president Sears, Roebuck & Co.
F. Rudolph, vice-president American Can Company.
Frederick W. Rueckheim, president Rueckheim Brothers & Eckstein.
John S. Runnells, president Pullman Company.
Charles Schweppe, vice-president and general manager Lee, Higginson & Co.
John G. Shedd, president Marshall Field & Co.
W. P. Sidley, vice-president and general counsel Western Electric Company.
James Simpson, vice-president and general manager Marshall Field & Co.
Robert W. Stewart, chairman board Standard Oil Company of Indiana.
W. B. Storey, president Santa Fe Railroad.
Silas H. Strawn, president Montgomery Ward & Co.
B. E. Sunny, president Chicago Telephone Company.
F. W. Upham, president Consumers Company.
Frank O. Wetmore, president First National Bank.
Thomas E. Wilson, president Wilson & Co.

There are about 375 men who are known to be in receipt of $25,000 salaries, which they reached by making themselves indispensable in their respective fields.