PART II.
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JAMES J. HILL AS AN EMPIRE BUILDER.

JAMES J. HILL,
As he appeared ten years ago.

JAMES J. HILL.
(From a late photograph.)

Marvelous Property He Has Caused to Be Erected in the Northwest.

ACHIEVED FAME IN THE EAST.

How His "Kindergarten" Has Come to Be One of the Recognized Institutions of the Railroad World.

WRITTEN FOR THE SUNDAY REPUBLIC.

When James Jerome Hill was in St. Louis the other day he astonished every one whom he met with some sort of evidence of the extraordinary fund of information he possesses. For instance, some one asked Mr. Hill about the cost of hauling coal, per ton per hundred miles. Mr. Hill not only made instant answer to this, but he was also able to tell, off-hand, the cost of hauling a ton of coal 100 miles in any civilized country in the globe.

Chatting with Vice President Howard Elliott, he astonished that gentleman by making a casual allusion to the mileage and rate of grain from Lincoln, Neb., to St. Louis.

Proceeding north from St. Louis on his observation tour, Mr. Hill talked about anything and everything, to those with whom he was sitting in his car. He gave no evidence of observing anything from the car windows, yet, before reaching Burlington, Mr. Hill had asked a hundred questions about things which he had keenly observed as the special train whirled up the line.

As refreshing and inspiring as the breezes that blow from off the great lakes of the North is the career of James J. Hill, who on Wednesday added himself with the Third National Bank of St. Louis.

For a quarter of a century Mr. Hill has been in the public eye and his name has been synonymous with the progress of his Great Northern Railway; now, when he has almost reached the threescore and ten allotted to man, having attained the pinnacle of success as a railroad man, he seeks other fields to conquer.

J. Pierpont Morgan, George F. Baker and James J. Hill are directors in the First National Bank of New York. These parties recently secured control of the First National of Chicago, and while it is denied by a member of the firm of J. P. Morgan & Co. that Mr. Morgan is one of the purchasers of the Third National of St. Louis, there is little doubt that the "Morgan interests" will control the latter, which will be one of a chain of national banks to be acquired in the leading cities of the country. The interests of Hill are those of Morgan, and vice versa.

HAS BEEN CALLED "COLOSSUS OF ROADS."

But, whatever the result of Mr. Hill's entry into the world of finance, he will always be known as a railroader. It was in this field that he established a reputation that will live long after his death—the "Colossus of Roads." Fresh from a Canadian farm, at the age of 18, young Hill saw vast possibilities in the Red River Valley. St. Paul at that time was a struggling village on the fringe of civilization. Hill, whose father had died three years previously, came from his home near Rockwood, Ontario, and engaged as shipping clerk in the office of the St. Paul and Dubuque Packet Company.

HILL A SCOTCH-IRISH-CANADIAN-AMERICAN.

It was while thus employed that Mr. Hill met an Irish girl of beauty and brains, whose sweet and womanly qualities attracted him. He at once arranged for the education of the girl, who had won his heart, and by the time she had completed her studies he married her. She was Miss Mary Mahegan, a devout Catholic and although Mr. Hill is a Protestant, having been "cut out" for the Presbyterian ministry, all of his nine children have been brought up in the faith of their mother.

And this fact recalls the ancestors of Hill, who is a splendid example of cross breeding. He is Scotch-Irish-Canadian-American. He was born on a farm near Rockwood, Ontario, on September 16, 1838. His father was a North of Ireland Orangeman and his mother a Scotch lassie of the Dunbar Clan, with a pedigree traceable to the house of Stuart. The Dunbars left the old country because of trouble with Catholic neighbors, yet, to-day on a high bluff overlooking the Mississippi stands the Seminary of St. Thomas on Grant avenue, St. Paul, a monument to the generosity of "Jim" Hill and his wife. They contributed $500,000 to its erection. In addition to this Mr. Hill has contributed to the maintenance of two Protestant colleges in the environs of St. Paul—Macalester, a Presbyterian institution, and Hamline, of the Baptist denomination. In fact, there is scarcely a church in St. Paul that has not been aided by the pioneer railroader and many towns along the lines of the railroads point with pride to some church, educational or philanthropic institution which he has either built or aided in erecting.

HIS EARLY CAREER AS A STEAMBOATMAN.

But to revert to Hill's early days on the Mississippi. It was while with the packet company that the Civil War broke out. He was active in raising a company of cavalry, but the State of Minnesota refused to accept young Hill, and he returned to commercial life. He went forward and became agent for the packet company and later secured a partner and embarked in the transportation business on his own hook. He was the first to bring coal to St. Paul, and in 1872 he established communication between the latter and Winnipeg (then Fort Garry) by consolidating his interests with those of Norman Kittson of the Hudson Bay Company.

Hill's next move was the reorganization of the St. Paul and Pacific Railroad. He received scant encouragement, the road being $20,000,000 in debt at that time, which would be equivalent to almost ten times that sum in these days. He succeeded in enlisting the aid of Mr. Donald Smith and Mr. George Stephens, and in 1879 the road was reincorporated, with Mr. Stephens as president and Mr. Hill general manager. In 1884 Mr. Hill became president of the company he did so much to develop without a dollar of subsidy from the Government, although the Canadian Pacific on one side and the Northern Pacific on the other had both been granted liberal subsidies by the British and United States Governments, respectively.

VENTURE IN NORTHWEST REGARDED AS MADNESS.

Skeptics looked upon Hill's attempt to run a railway without Government aid through the Northwest as madness, since the Northern Pacific and Canadian Pacific could not be made to pay. But this did not daunt the farmer boy. He pushed on the work. Following the tracklayers came settlers along his line. Then schoolhouses were built, to be, in turn, followed by church steeples. Hamlets, towns, cities, factories and granaries sprung up, and the shining rails of the Great Northern were forced on and on, until the Pacific Coast was reached, in 1893. On this occasion the people of the Northwest, desiring to in some way express their appreciation for what Mr. Hill had done for them, compelled him to head a procession two miles long and stand for hours, shaking hands with thousands upon thousands, who rode into St. Paul to pay him homage. He protested that the money spent in pageants might better be utilized in establishing a library, but the people would not have it—it was to honor their benefactor that they were gathered together, and he reluctantly consented to let them have their way.

NORTHERN SECURITIES COMPANY.

In defending his position in the famous suit against the Northern Securities "merger" Mr. Hill's position has been asserted in this clear statement:

"When projecting the line of the Great Northern Company to the Pacific Coast that company and its directors contemplated the necessity of creating for the line not merely State and interstate, but an international, commerce. Nearly all the country traversed or reached by the line was then but sparsely settled or not settled at all. It was principally agricultural, grazing or timber land, with mineral deposits in the mountain ranges, believed to be large and valuable, but not developed or explored. Whatever commodities the region might furnish for carriage would be raw material, of great weight and bulk in proportion to its value, which would not bear transportation to market, except at a low mileage rate, such as could be made possible only by every practical reduction in the cost of transportation. The available market for all such products was far from the places of production.

EFFORTS MADE TO PROMOTE TRADE WITH ASIA.

"In Washington and Oregon are the largest and finest bodies of standing timber in the United States, the best market for which is in the prairie States of the Mississippi Valley east of the Rocky Mountains; but the lumber and shingles from the Pacific Coast would not bear the cost of transportation to those States if the cars carrying them had to be hauled back empty, or nearly so, for a distance of from 1,500 to 2,000 miles. On the other hand, the uncoupled or sparsely populated country along the line, or reached by it, could not furnish a market for commodities enough to load the returning cars; the result being that unless the company could secure traffic for carriage beyond the Pacific coast no great traffic either way could exist or be created.

"To meet these conditions the Great Northern Company made efforts to create and increase in the countries of Eastern Asia a demand for the products of this country; and soon after the completion of its railway in 1893 it induced a Japanese company to run a line of steamships, connecting with its railway, on the route between Seattle and ports of Japan, China and Russian Siberia, and succeeded in creating and has since been actively engaged in building up a commerce in which the flour manufactured along its line, cotton (both raw and manufactured), iron and steel (especially steel rails and plates), machinery and such other manufactures of this country as a market could be found or made for in Eastern Asia have been carried to Oriental ports and return cargoes of such Oriental products as are consumed in this country have been brought back.

WESTBOUND TRAFFIC SECURED BY THE COMPANY.

A westbound, as well as an increased eastbound, traffic has thus been secured by the company, enabling it to make such rates on lumber and other products of the country served by it as permit them to be shipped to Eastern markets with a profit to the shipper.

"One year before the Burlington purchase this Oriental traffic had reached such proportions that the Great Northern Company caused to be begun the construction of steamships to run from Seattle to ports in Japan, China and the Philippines, which, from their great carrying capacity, enabled the company to move the largest volume of westbound traffic at the lowest cost.

"In the interstate and international commerce which the Great Northern Company has thus built up it competes both in this country and on the ocean with the other transcontinental lines, and at the Oriental ports it competes for commerce of the world. Its rates are and must be made in competition with the rates of ocean carriers and by way of the Suez Canal.

"The policy thus followed by the Great Northern Company in building up an international, and thereby interstate, commerce has been followed by the Northern Pacific Company since its reorganization in 1896.

"In creating and maintaining this competitive interstate and international commerce, both the Great Northern Company and the Northern Pacific Company were hampered and placed at a disadvantage with the other transcontinental railways, as well as with European competitors, by the want of sufficient direct connection with the territory offering the best markets for the products of the country along their lines, and with the places of production and great centers of distribution from which their traffic must be supplied.

LINES OF BURLINGTON FULFILLED REQUIREMENTS.

And for many months before the purchase of the Burlington shares, they had considered the best means of getting closer to such markets and sources of supply. The lines of the Burlington, better than those of any other company, fulfilled the requirements of both the Great Northern Company and the Northern Pacific Company in respect of markets for eastbound and freight for westbound traffic. The Burlington lines traverse the States of Illinois, Iowa, Missouri, Nebraska, Wyoming, Kansas and Colorado, which afford the best markets for the lumber of the Pacific Coast. They reach Denver, Kansas City, Omaha and Aurora, where are located the principal smelters of silver-lead ores, such as are mined near the lines of the Great Northern Railway companies.

"They reach Omaha, Kansas City and Chicago, where are the great packing-houses and the great markets for the cattle and sheep of the ranges of North Dakota, Montana, Wyoming, Idaho, Oregon and Washington.

"They reach St. Louis and Kansas City, connecting there with lines traversing the cotton States, from which come raw and manufactured cotton required for shipment to China and Japan.

"At Chicago and St. Louis they connect with the lines which reach the points of supply of manufactured iron, steel, machinery and other manufactured articles that find a market in Japan and China.

"The Burlington line southward from Minneapolis and St. Paul along the Mississippi River reaches the great coal deposits of Southern Illinois, the largest west of Pennsylvania and West Virginia; and its light gradients and consequent low cost of transportation make it possible to supply such coal to points on the lines of each defendant railway company east of the Missouri River, relieving the people and the railways of that great territory from entire dependence upon the Pennsylvania and West Virginia mines, the supply from which is yearly becoming more costly and less certain."

HILL FORTUNE SAID TO APPROACH $100,000,000.

Mr. Hill's fortune, which is said to closely approach $100,000,000, was fairly earned. He has not profited by the ruin of his fellow-man. His securities have enhanced in value more than a hundred-fold, and this is due to his own inexhaustible vitality. In addition to creating wealth for himself, he has enriched the farmers along his system, a fair estimate of the farms, residences and all trade concomitants in that section aggregating not less than $1,000,000,000.

Mr. Hill has devoted considerable of his time to the study of farming and stock raising, and at county fairs or whenever an opportunity presents itself he never misses a chance to impart the knowledge thus acquired to farmers who seek information.

Mr. Hill has also established a railroad school in connection with his system, where aspiring railroad presidents are given a practical education in that industry. To be a graduate of the Hill Railroad School is the highest recommendation to present to a railroad official. Hill is recognized throughout the world as the most practical railroad man who ever lived.

SONS ASSOCIATED IN BUSINESS WITH HIM.

James N. Hill and Louis Hill, two sons, are graduates of their father's academy, and both seem to have inherited their parent's faculty for handling transportation companies. Upon the shoulders of these two young men Mr. Hill is gradually shifting the burden he has borne so long. A son of Jacob H. Schiff, the New York banker, and a member of the banking-house of Kuhn, Loeb & Co., who fought against the Hill-Morgan interests in the famous Northern Pacific contest, is now attending the Hill Railroad School. On one occasion Mr. Schiff, Sr., meeting James J. Hill, remarked: "I have met your son, Mr. Hill, and he strikes me as being a chip of the old blockhead."

Mr. Schiff spoke with a German accent. Mr. Hill saw the slight was not intended and laughed heartily at Mr. Schiff's unintentional affront.

The financier has many strange characteristics. He will not employ a man whose personality he does not fancy, no matter how efficient the man may be. He likes accuracy, and will not tolerate slipshod methods. He has a wonderful memory himself and cannot bear with an employe who is at all deficient in that respect. He thinks nothing of discharging men, and those who have been in his employ say he would as soon "fire" men as to eat. Yet there is another side to this. On one occasion a trusted employe left the Great Northern and was given a strong letter of recommendation by Mr. Hill. This was presented to a New York railroad man, who was struck with the force of it. Upon meeting Mr. Hill later the New Yorker asked if he didn't think he had made the letter a trifle too strong. This angered Hill, who, reddening up, said: "You let that man work for you for a year, and if you don't say at the end of that time that he has earned his salary twice over I'll pay you back all you give him." The man is still in the New York office.

HANDSOME BROWN STONE RESIDENCE IN ST. PAUL.

Mr. Hill's home in St. Paul is one of the handsomest in the country. It is of brown stone, and contains every interior perfection known to science. The house is filled with art treasures of priceless value, including paintings, vases, tapestries and rugs. Mr. Hill has a weakness for French paintings, and some of the masterpieces of Corot, Ribot and Rousseau are hung in his gallery.

In an article entitled "James J. Hill and His School for Railroad Presidents," recently published in the Saturday Evening Post, Paul Latzke tells how the financier's fame grew in the East. Mr. Hill's New York career is outlined as follows:

AS A RAILROADER AND EMPIRE BUILDER.

It is as an empire-builder and a railroader that Mr. Hill's career is interesting, rather than as an object of curiosity to the queer New Yorkers. His undoubted right to be esteemed the greatest railroad man in the world is made out, not alone by the marvelous property he has built up in the Northwest, but by the further, and, if possible, even stronger, fact that under his instruction there have graduated the most successful railroad operators in the country, men who are now in charge of the management of many of the great railroad properties of America.

The list is a most imposing one, beginning with W. H. Newman, president of the New York Central, and including such men as Russell Harding, third vice president and general manager of the Missouri Pacific system; A. L. Mohler, president and general manager of the Oregon Railroad and Navigation Company; Charles H. Warren, first vice president and general manager of the Central Railroad of New Jersey; W. C. Watrous, superintendent of transportation of the Missouri Pacific; J. D. Farrell, president and general manager of the Pacific Coast Company; William W. Finley, second vice president of the Southern Railway; J. N. Barr, vice president of the Atlantic Coast Line, and many others in positions of importance.

"HILL'S KINDERGARTEN" A RECOGNIZED INSTITUTION.

"Hill's Kindergarten" has become one of the recognized institutions of the railroad world. To be a Great Northern man is in railroading what to be a Carnegie man is in the steel business. There is literally a kindergarten connected with the Great Northern, though this institution is not meant when such men as Mr. Newman and the others are referred to as having come out of "Hill's Kindergarten." Most of them had already had railroad experience, and a number of them had held important positions with other roads. But they were all polished off in the Great Northern, and their present value is due largely to this fact. For it is recognized that the Hill methods are the most advanced known to railroading. It is this fact that lends such value to the work of the real "kindergarten," which is one of the many unique creations that have been brought into being by the president of the Great Northern.

It is a school of instruction in which are received a limited number of promising young men. Admission to it is the ambition of every budding railroader in America who knows of its existence. Naturally, preference is given to the Great Northern employes, but a few outsiders have been admitted from time to time under exceptional circumstances. One of the "scholars" who graduated recently is a younger son of Mr. James Stillman, president of the National City Bank of New York, the "Standard Oil bank" as it is known, and the richest financial institution in the United States.

NOW EMPLOYED ON GREAT NORTHERN SYSTEM.

Young Stillman is now employed on the Great Northern system, in one of the small towns, where he is putting the knowledge he gained to practical use. It is seldom, however, that the president of the Great Northern consents to take outside "pupils" into his railroad school, though the pressure from rich men who have sons they desire to bring up in the railroad business is enormous and constant.

"The school," said Mr. Hill, in resisting the arguments of one of his friends who desired to enter his son, "is not intended as an institution for the production of railroad men generally, nor is it a personal affair with me. It was organized for the benefit of the Great Northern Railroad, and the purpose of its existence is to help Great Northern employes who show special talent and evince special interest in the business. It is intended to give us constantly a supply of available men for special service on the road. If we were to fill it up with outsiders whose services would not be at our disposal after they graduated, one of the chief reasons for its operations would cease to exist."

The membership of the school is recruited from every division of the Great Northern system. Among the "scholars" are office boys who have shown "likeliness," brakemen, conductors, switchmen, clerks, engineers and others. The number of "students" is generally limited to twenty, though there is no hard and fast rule. As soon as one class is graduated there are plenty of applicants ready for admission.

WHAT THE RAILROAD STUDENTS STUDY.

In the strict sense of the word the "school" is not a school at all. Ther are no teachers, no lectures, and no regular school work. The term, if that word can be used is one year. The instruction consists simply of the work of distributing accounts. The "school" is really a branch of the accounting department of the road, a bureau of statistics, and the "scholars" serve as clerks and statisticians.

Every item of expense incurred in the operation and management of the road passes through this school in the shape of reports from the heads of various departments. A new engine has been built at the shops, reports the superintendent of motive power, at cost of so much. The "students" must take this cost and distribute it according to the various items that figure in the construction of the machine. So much has been paid for the steel, so much for the brass, and so much for each of the other materials in its raw state. So much was paid for labor in fashioning the boiler tubes, which required so many hours' work at so much an hour.

PROCESS CARRIED ALONG IN EVERY BRANCH.

The cost of superintendence was so much. The cost of fashioning the driving wheels was so much, the piston rods so much, the fire box so much; and so every item is "distributed" and analyzed, its exact cost found in raw material and in labor, and the exact time required to fashion it determined.

ST. LOUIS GREATEST STORE
CRAWFORD'S
A CITY OF SIGHTS

'TWERE foolish to advertise goods you have not got, as some stores do; in fact, a sheer waste of money!! This house is never guilty of such stupid nonsense. You will find here everything we advertise, and just as represented.

Millinery Department.

Grand Opening.

All the correct and smart creations for the summer season direct from Paris and New York. Ribbons, plumes and pompons are used almost exclusively, making a beautiful and magnificent dress hat. The leading colors are black, white, navy and parrot green. Also a grand showing of all the new Shirt-Waist and Walking Hats, among which are the Santos-Dumont, the Newport and the Simplicity, suitable for automobile, golf, yachting and the cycle, all dainty styles, handmade of straw, trimmed with handsome plain and dotted scarfs, draped in a manner that gives the general effect of dashing piquancy—undeniably the shirt-waist hats of the season. Look at our windows.

Prices ranging from $2.98 to $18.00.

We are also showing the new straw hat—the Bangkok—far superior to the Panama in wear and durability and lighter in weight, trimmed and untrimmed—Prices ranging from... $3.50 TO $7.50

Shoes, Oxfords, Slippers, Sandals.

A JUNE BARGAIN CARNIVAL

Opens here Monday morning. We've scoured the shoe markets of the world for this sale and now we're ready!! Thousands of pairs—no trash, but shoes with a name—a reliable manufacturer's name—back of every pair, at one-half early-season prices.

$2.50 Patent Kid Oxfords—widths B, C, D, E, sizes 3 to 7—made by Julian, Kokenge Co., Cincinnati, O., **$1.48**

$1.50 Two-Strap Sandals—hand-turned, all sizes—made by Dodge Bros., Newburyport, Mass., **98c**

$3.00 Louis XV. Oxfords—kid and patent leather, all sizes, made by Helming-McKenzie Co., Cincinnati, **$1.98**

$1.25 Children's Shoes—in tan and black kid, sizes 8 to 2—made by Bolton Shoe Co., Rochester, N. Y., **69c**

Carpets and Rugs.

Attention is directed to four very attractive leaders in this department, which will be on sale all week:

9x12 Tapestry Brussels Carpet Room Rugs, all this season's goods; they all sell them for $13.50—all this week $9.50

Fine Grade Cotton Warp Japanese Straw Mattings, all in carpet patterns; a regular 35c a yard matting—all this week for... 22½c

WILTON VELVET CARPETS—our regular $1.25 a yard high-grade velvet carpets in very swell designs for 87½c

30-inch All-Wool Reversible Smyrna Rugs, rich color effects—our regular $2.50 rug, for..... $1.75

Skirts and Suits.

For the month of June we cut the life out of profits on these goods.

For 49c—50 dozen Percale and Chambray Waists, stripes and figures; were $1.25—now..... 49c

For $4.98—We will place on sale Monday a great bargain in Ladies' Tailor-Made Kilt Pleated Skirts, colors gray, black, oxford, blue and castor; were $7.50—now..... $4.98

For $3.25—Ladies' Box-Pleated Tailor-Made Walking Skirts, stitched flounce; were $5.98—now..... $3.25

Wash Goods.

Balloons!

50 pieces 28-inch wide Seersucker Gingham, in a variety of blue and white stripes; 10c quality—Special Price, per yard..... 5c

100 pieces 32-inch wide Printed Madras, good range of styles, in pink, blue and black stripes; regular 18c quality—Special Price, per yard..... 10c

All our remaining stock of fine 25c quality 32-inch wide Egyptian Tissue go now at Special Price of, per yard..... 12½c

Household Linens.

THREE SPECIALS.

72-inch wide Cream Table Damask, in floral designs, the same quality others ask 65c a yard—Special Price..... 39c

All-Linen Bleached Napkins, 21 inches square, regular dinner size, floral and spot patterns; were $1.35 a dozen—Special Price, a dozen.. 98c

18-inch wide Bleached Twilled Crash, with red border; was 5c a yard—Special Price, a yard..... 3c

Boys' Clothing Department.

Boys' $5.00 Double-Breasted Suits, ages 7 to 16 years, made from fancy tweeds and cheviots, strong, dressy suits, made to sell at $5.00—D. Crawford's Special Cut... $2.50

Norfolk $5.00 Suits for boys 3 to 8 years, made with yoke, strictly all-wool cassimeres and cheviots, in light and dark shades; made to sell at $5.00—D. Crawford's Special Cut... $3.50

1,000 Boys' 85c Knee Pants, 3 to 16 years, strictly all-wool cheviots, made with patent elastic waist band, and made to sell at 85c—D. Crawford's Special Cut..... 49c

Lace Curtains, Portieres, Fringes.

350 pairs Ruffled Curtains, best grade, plain Swiss lace inserting and edge, for bedroom and cottage drapery (slightly soiled); regular value $1.50 to $2.25—per pair..... 95c

75 pairs Irish Point Lace Curtains, one pair of pattern only used as samples, one curtain slightly soiled; goods that sell from $3.95 to $7.50—to clear out all odd pairs at, pair..... $2.50

150 pairs Heavy Tapestry Portieres in red and green, with fringe and corded edge; regular value $5.50—per pair..... $3.95

36-inch Curtain Scrim, was 8½c—now, per yard..... 5c

36-in. Fish Net, for sash and door curtains; was 15c—now, yd. 10c

Cotton Ball Fringe and Pillow Cord; was 7½c—now, yard.. 2½c

D. CRAWFORD & CO., Washington Ave. and Sixth St.

THOUSANDS OF IMMIGRANTS.

All Records Broken at Ellis Island, New York.

REPUBLIC SPECIAL.

New York, May 31.—Twenty-five thousand immigrants are due at this port next week. They will be passed through the mill at Ellis Island by Saturday and will make a total of between 85,000 and 90,000 arrivals in a month.

This will break all records, as the greatest number of immigrants arriving during any previous month was in May, 1893, when 73,000 immigrants arrived.

About 1 per cent of the immigrants are deported, most of the deportations being based on the likelihood of the immigrants becoming public charges. The prohibition against the entrance of persons with contagious or incurable diseases operates to prevent many others from becoming citizens.

Of the 614 deported in May, 1901, 500 were sent back because they were likely to become public charges, 60 because of diseases, 22 for violations of the contract-labor law and 23 for various other causes.