

rose through service in various subordinate positions to the presidency.

"Mr. Potter, vice president of the Union Pacific when he died, was station agent on this road at Albia in 1867—appointed soon after the road was opened here, then chief clerk in the roadmaster's department, claim agent, stock agent, assistant superintendent, superintendent, assistant general manager, general manager, and first vice president. He rose from station agent at Albia to be vice president in fourteen years, and, as everybody knows, by his merits alone.

"Mr. Holdredge, general manager now, and for many years, of all the lines west of the Missouri river, began with the company in 1869, as a clerk in the general office, then became clerk in the train service, and was successively trainmaster, assistant superintendent, superintendent and general manager.

"Mr. Delano, who recently succeeded Mr. Brown as general manager east of the Missouri river, began in 1885 as an apprentice in the machine shop at Aurora, at 5 cents an hour, and has been constantly in the service for sixteen years, rising in the shop service and motive power department to be superintendent of motive power and general manager.

"Mr. Elliott, the general manager of the Missouri lines, entered the company's service when nineteen years old as a rodman to the engineer, then was a clerk in the treasurer's office, assistant auditor, freight and passenger agent.

"Mr. Besler, who has been superintendent of the C., B. & Q., since 1885, entered the Burlington service in 1855 as a track laborer; was section foreman for five years; conductor of construction train in 1863, then roadmaster, superintendent of track, assistant superintendent, and general superintendent. He is still a young man, to all appearance, although he has had sixty-eight birthdays.

"Mr. Crane, superintendent of the Missouri lines for the past ten years, entered the railway service in 1861, and served many years as freight brakeman and conductor; was for thirteen years a passenger conductor on the C., B. & Q., then trainmaster and assistant superintendent.

"Mr. Levey, the superintendent of the Iowa lines, entered the Burlington service when he was fourteen years old, as a night operator at Red Oak; was for seven years clerk in various offices, then superintendent of telegraph, and assistant superintendent.

Some Burlington Men.

"Mr. Eustis, the general passenger agent, has been in the service for twenty-four years, starting as a clerk in the freight and ticket department at Omaha.

"These illustrations could be contin-

ued indefinitely into all branches of the service.

"This policy of promotion from the ranks and for merit only, has made the Burlington service a sort of school from which have graduated many who have become prominent elsewhere in the railway world. Time will allow me to refer only to a few of these.

"Upon the Santa Fe system of 8,000 miles the president, Mr. Ripley, entered the Burlington service in 1870, as a freight agent's clerk, and remained in the Burlington service continuously for twenty years, being promoted through various positions in the traffic department, up to general manager in 1890.

"Mr. Morton, now vice president of that road, entered the Burlington service when he was fifteen years old as a clerk in the land office at Burlington; he attended the Burlington school for eighteen years, always an apt scholar, and with steady promotions until he attained, in 1890, the position of general freight agent.

"The president of the Michigan Central road, Mr. Ledyard, began as a clerk in the office of the division superintendent of the C., B. & Q. in 1870, and reached by successive promotions the place of division superintendent before he went to the Michigan Central.

"The vice president of the Lake Shore, Mr. W. C. Brown, was for twenty-five years a member of the Burlington family—starting at the telegraph key as a train dispatcher at Burlington, and rising through the positions of trainmaster, assistant superintendent and manager of the Missouri lines, to become general manager of the C., B. & Q.

"Mr. Merrill, now vice president and general manager of the New York, New Haven and Hartford, one of the most important railroad systems in the country, entered the Burlington service in 1866 in the engineer corps, then engaged in building the line through Iowa, and saw twenty years of good service on the road, rising by successive promotions to the position of general manager.

"Many other instances might be given, such as W. B. Strong, who rose from a subordinate place to be vice president of the C., B. & Q., and later became president of the Atchison, and Mr. A. E. Touzalin, who came up from the ranks to be vice president.

Stimulus to Ambition and Duty.

"What a stimulus to ambition and duty these practical examples of success give to every live young railroader, whether he be brakeman or clerk, telegraph operator or machinist, whether he holds the throttle of a locomotive or carries an engineer's rod and chain—

"Honor and shame from no condition rise,
Act well your part, there all the honor lies."

"That sentiment was never more true than it is at the present time, and it is far truer now and here in America and Iowa, than it was in England, when it was uttered by Alexander Pope, nearly two hundred years ago! Never in the past have there been as many doors to success as are now swinging open to the capable young man of this generation, and, so far as I am able to judge, there has never been a time in all the honorable career of the Burlington when the young man who knows how to win, and deserves to win, had a better chance to win on the road than he has today.

"The Burlington is an important enterprise—any railroad 8,000 miles long, traversing this region, remarkable for its productiveness and its growing population and wealth, is important. I have alluded to some features in which its career seems to me exceptional. If asked to set down the broader considerations which have contributed to its undoubted success, I would include its progressive, yet always conservative management, and at the same time give due weight to the rare good fortune which led them into this field. Here was a vast area of cheap and productive land, a wilderness waiting for the hand of man. Into this field has for fifty years been flowing a tide of, probably, the finest type of agriculturists and mechanics and world makers that ever streamed over a virgin country. What has made the Burlington? The people! What single factor has done the most to make the industry and skill of the people efficient and highly productive? The railroad. Each may be wise in the degree in which it recognizes its obligations to the other.

"But you say that all this relates to the Burlington as it has been and is, and you ask. What about its future—what of the new Burlington?

"The Des Moines Register has aptly forecasted the ultimate effect of this recently formed community of interest between three great systems of railroad, the Burlington, the Great Northern and the Northern Pacific, when it said the other day:

"We will find increased demand created through this combination for the products of the Mississippi valley, the great corn and meat producing country, in the best new markets of the world—in oriental countries. This combination with its Pacific steamship lines will bring new competition for Iowa products and the only way the people of this state will ever realize a change in the ownership of the Burlington will be in this new demand for what we raise and manufacture, with better prices and lower rates of transportation."

The Two Great Forces.

"The two men who had the most to do with making this alliance and who are perhaps best qualified to give the