

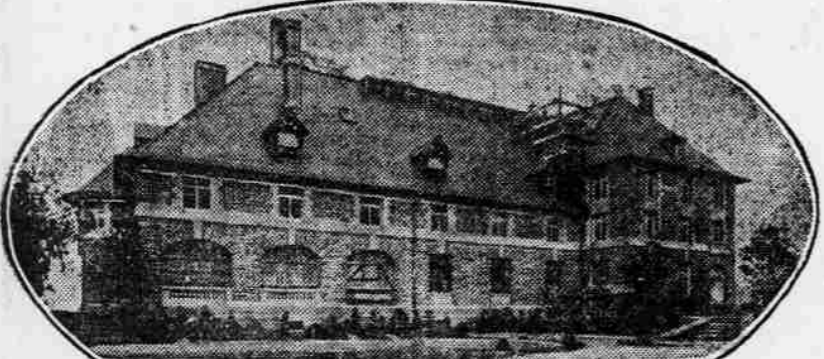
# HARRIMAN, "AMERICA'S BRAINIEST CITIZEN"

Estimate of the Railroad Magnate Back From Europe Made by His Close Associate, Alexander Millar.

What the Great Financier Had to Say Upon His Return—Remarkable Pluck of a Very Sick Man.

EDWARD H. HARRIMAN, president of the Union Pacific railroad, who recently returned to New York en route to his country home near Arden, N. Y., will go down in Wall street history as the gamest little man that ever lived. He made a tremendous effort when all America was watching his homecoming to appear the active, energetic man that he has been all his life, but physical condition told, and three times he was near collapse, while all who saw him wondered at the remarkable courage that held him up through a trying interview with the reporters. Mr. Harriman explained to the reporters that he was feeling better and that his weakened condition was the result of the severe treatment abroad. Though with trembling steps, he appeared jauntily at the rail of the Southern Pacific tug El Toro when she reached the Erie dock in Jersey City and waved a welcome to the newspaper men waiting to talk with him. "Hurry now," he requested the camera men, and he called the members of his family and insisted that they stand beside him to be photographed. With hands tightly gripping the rail, but with a smile, he faced the battery of cameras while a dozen or more pictures were taken, and then rather hurriedly he waved his hand and started for the gangway. He passed without a word through a silent throng, and his family hurried after him. Reaching his car, he sank trembling on the nearest couch. Within five minutes he had recovered

course these new lines may not pay at first, but they will later." Mr. Harriman said that attention is going to be paid to existing and new properties. "Time and attention," he said, "are going to be spent in developing our lines and serving the people in the territory tributary to those lines, working for the best interest of all, to give them the best at the cheapest price. It is just as if you were going to buy a suit of clothes. You'd want the best you could get for the money. That is what we are giving to our people." "It is my idea that we should clinch the 6 per cent Southern Pacific is paying and make it absolutely safe and sure. I believe the newspapers and the public are now convinced that this was not a speculative move." "Our new lines? They will be in the irrigated territory in Idaho and in Oregon and other places I do not intend to tell about now." "Didn't Get All My Thoughts." "Are you satisfied with the result of your trip?" a reporter asked. "Yes, my trip was a success. I have now come home to complete the cure." "My, but what the physicians did to me! They took ten pounds off me. Why, the reception the cameras gave me today was nothing. They put the X ray on me; they put me through everything they could think of. They made cinematograph pictures of my stomach. That was funny—those sixteen pictures—but the operation took three pounds off me. They got every-



EDWARD HENRY HARRIMAN AND HIS COUNTRY HOME NEAR ARDEN, N. Y.

ered himself and had sent word to the newspaper men, who had crowded into the forward car of the special train, that he was ready to receive them. They returned to Mr. Harriman's car and found him lying on his couch, still with that cheerful smile of welcome, waiting to talk. "Gentlemen," said Mr. Harriman, "what can I tell you?" "Is it true," asked a reporter, "that you have taken over the Vanderbilt holdings in the New York Central?" "I wouldn't tell you if I had. There is no use in asking me about that matter. That certainly is a swift question to start with." "What is there to the segregation plan?" put in another reporter. "What segregation plan?" "It has been said you have planned to segregate and divide the assets of the Union Pacific." "I am not cognizant of any such plan. I haven't anything on my mind but to go to Arden and take the after cure. It was the original intention of the physicians that I should take it in Europe, but they later decided I should take it here." "I feared when I came back I would have to deal with officeholders rather than with stockholders; that there would not be many stockholders under the new laws." "What new laws—the corporation tax?" "Yes, that and some state laws." **No Segregation Hint.** "Now I want to make it clear that I have nothing in my mind regarding segregation or distribution of assets or speculation. The only thing I have in mind is the development and improvement of lines we have in our charge and to take advantage of these prosperous times, which will enable us to work out developments more quickly than in the past. We have some new lines to construct. The money is going back into the roads. It is going into new lines in territory we already serve and into new territory. Of

thing except what I have in here," laughingly tapping his forehead. "They didn't get all my thoughts." "It was interesting and a bit funny about those cinematograph pictures. There were sixteen of them, which I have. First they fed me rice and bismuth, so that food moving around in me would give a shadow that could be photographed. The machine was insulated and paper placed over it, against which I stood. In fixing the paper they forgot to remove a tack, and every time a plate dropped I got a shock. It scared me for a minute, but I didn't mind it much, after all." "Just one question," cut in a young, serious appearing man, who had gone on the car with the newspaper men, but whom none of the reporters knew; "just a moment. There is one question, striking an attitude. 'I'd like to ask if in hiring men you hire them because of their clothes or'—"

Mr. Harriman led the roar of laughter that went up.

"Hardly," he said. "I pay attention to their heads."

**Millar's Estimate of Harriman.**

"The biggest, brainiest and most patriotic American we have today is Edward Henry Harriman. He is always interested in everything that interests America."

This is the estimate of Alexander Millar, secretary of the Harriman lines, who for the last eleven years has been in close and almost continuous contact with Mr. Harriman, and at a time, too, when all of his biggest financial and railroad coups were planned and executed.

Mr. Millar, when interviewed the other day at his home in Plainfield, N. J., at first was loath to discuss his chief.

When told it was the purpose of the interviewer to present a pen picture of the railroad magnate at work and at play as seen by and intimately associated with him, Mr. Millar relented, saying:

"That is a different matter, and I

am only too glad to do my part toward correcting the impression that must prevail because of the many magazine articles that have been spread broadcast in which Mr. Harriman was pictured as an ogre, a monster or else a huge spider or octopus reaching out his tendrils and enmeshing in his web all that comes within his grasp."

Mr. Millar said that he would not attempt to tell of Mr. Harriman's youth. "That has been written hundreds of times," he said, "and I shall only tell you of those traits I personally have observed."

"A little more than twelve years ago I was called from the Boston office of the Union Pacific and told to report to Mr. Harriman in New York. I had never seen Mr. Harriman up to that time, and in fact, had heard very little of him. I did not know whether I was to hold myself subject to his orders for a day, a week or a month, but I am still with him, and I look back upon those eleven years with the keenest pleasure, for no man could have been treated with more consideration and kindness than I have been."

"If I should be asked to express an opinion as to Mr. Harriman's chief characteristics, or those which have had a direct bearing upon his success, I would say his marvelous head for figures, his quick grasp of facts laid before him and his faculty for getting at the very kernel of them, his unfailing estimate of men and his insight into the future."

**Wizard at Figures.**

"At figures he is a veritable wizard. Lay before him a maze of figures and estimates and in a flash he will have solved the knottiest of problems and shown precisely where every penny of the sum estimated can be expended to the very best advantage. Just take, for instance, what he has done for the west and northwest! At his direction more than \$300,000,000 has been spent in the transmissouri country."

"What has been the result? That section is booming today as never before. The Harriman lines spanning it are among the best equipped roads in the world today, and when I say this I do not except the New York Central. Of course other roads and other men have helped wonderfully in the development of that country, but don't lose sight of the fact that Harriman was the pioneer—he blazed the trail."

"Go west today and the prosperous farmer, rancher, manufacturer or merchant will tell you that Harriman primarily made it possible for others to achieve success, and this because he supplied them with railroad facilities unsurpassed in any part of the world."

"Although educated in Wall street, Mr. Harriman has none of that provincialism attributed to the New York bred man. He was always in sympathy with the west and readily grasped its needs. If it was a question of irrigation, he had his experts on hand to further those ends. If it was stock raising, again his experts were at the disposal of those needing advice, and it is always thus. He is in thorough sympathy with the prosperity of those dependent upon him as well as those from whom his railroads and his interests draw their support."

Asked as to Mr. Harriman's method of work, Mr. Millar chuckled and his eyes twinkled as he replied:

"Just works, that's all; doesn't seem to have any method, but always accomplishes what he sets out to do."

Continuing and waxing serious again, Mr. Millar said:

"No, like all truly great and big men, Mr. Harriman is not what you would call a 'methodical business man.' He comes and goes as he pleases. When living at his Goshen estate his arrival and departure from his office do not vary a moment. That might be attributed to the train service to and from his estate. But when he settles down at his desk everything about him hums and is in action every second."

**Knows What He Wants.**

"Mr. Harriman invariably knows what he wants. That makes it easy for those who must execute his orders. Like a general who has mapped out his policies of offense and defense before entering battle, Mr. Harriman has outlined his course before he takes his seat at his desk."

"In the fewest possible words, briefly, concisely and explicitly, those orders are issued. Then he awaits results. If there is one weak spot in their execution he is the first to know it, and then explanations must follow."

"The very enthusiasm with which Mr. Harriman works is an inspiration for his subordinates. We recognize that his capabilities and his capacity are unlimited. In consequence every man about him is inspired with a desire to do and to please, and under such conditions and in such an environment, even though a man falls, he at least has the satisfaction of knowing that he has done his best. Mr. Harriman knows it, too, and none is quicker to observe, appreciate and laud where due than he."

"You ask me if Mr. Harriman plays as hard as he works? Well, to tell you the truth, I never saw him at play. At one time he was passionately fond of trotting horses. He still is, I believe, but he does not devote as much time to them now as formerly."

"Yachting? He has a yacht, of course, but I don't think he really cares for life afloat. It is too inactive to suit a man of his nervous temperament."

Asked how Mr. Harriman had amused himself while housed for three weeks at the Semering during an incessant downpour of rain, Mr. Millar said:

"Playing with his children. He gets more pleasure out of that than anything else in life."

## DISSOLUTION NOTICE

The partnership of Johnson and Johnson, owners of the Toggery, Corvallis, Oregon, has been this day dissolved, R. C. Herron having acquired the interests of J. C. Johnson and B. W. Johnson in the business, which will be hereafter conducted by C. V. Johnson and R. C. Herron, under the firm name of Johnson & Herron. The latter firm assumes the liabilities of the business.

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The Academy of Our Lady of Perpetual Help will re-open on September 7th. By means of the new addition and the remodeling of the building the school is now equipped with all modern improvements, and with a corps of competent teachers may be depended upon to do thorough work both in the grades and high school course.

For particulars apply to Sister Superior, 225 West Ninth St., Albany, Oregon. 8-19 to 9-19.

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