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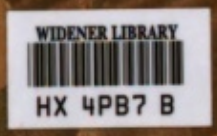


The Administration of a New Era. 1922.

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# THE ADMINISTRATION OF A NEW ERA

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*BELIEVING that all good citizens are keenly interested in the administrative branch of our National Government, and in the men who have been chosen to discharge its great responsibilities, I take pleasure in sending you the enclosed pamphlet, entitled "The Administration of a New Era."*

*As the edition is limited, I would be pleased to learn that you have received your copy, and if it arrived in good condition.*

Pres't & Treas.

GEO. H. ELLIS CO.
Boston, Mass.

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# THE ADMINISTRATION OF A NEW ERA

PRESIDENT HARDING'S INAUGURAL ADDRESS, *with a* BRIEF ACCOUNT *of the* PAST CAREERS *and* CHARACTERISTICS *of* THE PRESIDENT, VICE-PRESIDENT, *and* THE MEMBERS *of the* CABINET, *to whose* COLLECTIVE WISDOM THE POST-WAR PROBLEMS *of* THE UNITED STATES HAVE BEEN COMMITTED FOR SOLUTION

*TOGETHER WITH*

ILLUSTRATIONS SHOWING THE CABINET GROUP, PRESIDENT, VICE-PRESIDENT, *and* MEMBERS *of the* CABINET

PUBLISHED BY GEO. H. ELLIS CO. (Inc.)
BOSTON, MASS.
1922

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PRESIDENT'S OFFICE
FEB 6 1923

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# INAUGURAL ADDRESS

OF

# PRESIDENT WARREN G. HARDING

*My Countrymen:—*

When one surveys the world about him after the great storm, noting the marks of destruction and yet rejoicing in the ruggedness of the things which withstood it, if he is an American he breathes the clarified atmosphere with a strange mingling of regret and new hope. We have seen a world passion spend its fury, but we contemplate our Republic unshaken, and hold our civilization secure. Liberty—liberty within the law—and civilization are inseparable, and though both were threatened we find them now secure; and there comes to Americans the profound assurance that our representative government is the highest expression and surest guaranty of both.

Standing in this presence, mindful of the solemnity of this occasion, feeling the emotions which no one may know until he senses the great weight of responsibility for himself, I must utter my belief in the divine inspiration of the founding fathers. Surely there must have been God's intent in the making of this New World republic. Ours is an organic law which had but one ambiguity, and we saw that effaced in a baptism of sacrifice and blood, with union maintained, the Nation supreme, and its concord inspiring. We have seen the world rivet its hopeful gaze on the great truths on which the founders wrought. We have seen civil, human, and religious liberty verified and glorified. In the beginning the Old World scoffed at our experiment; to-day our foundations of political and social belief stand unshaken, a precious inheritance to ourselves, an inspiring example of freedom and civilization to all mankind. Let us express renewed and strengthened devotion, in grateful reverence for the immortal beginning, and utter our confidence in the supreme fulfilment.

The recorded progress of our Republic, materially and spiritually, in itself proves the wisdom of the inherited policy of non-involvement in Old World affairs. Confident of our ability to work out our own destiny, and jealously guarding our right to do so, we seek no part in directing the destinies of the Old World. We do not mean to be entangled. We will accept no responsibility except as our own conscience and judgment, in each instance, may determine.

Our eyes never will be blind to a developing menace, our ears never deaf to the call of civilization. We recognize the new order in the world, with the closer contacts which progress has wrought. We sense the call of the human heart for fellowship, fraternity, and cooperation. We crave friendship and harbor no hate. But America, our America, the America builded on the foundation laid by the inspired fathers, can be a party to no permanent military alliance. It can enter into no political commitments, nor assume any economic obligations which will subject our decisions to any other than our own authority.



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example, but the highest agency of strengthening good-will and promoting accord on both continents.

Mankind needs a world-wide benediction of understanding. It is needed among individuals, among peoples, among governments, and it will inaugurate an era of good-feeling to mark the birth of a new order. In such understanding men will strive confidently for the promotion of their better relationships and nations will promote the comities so essential to peace.

We must understand that ties of trade bind nations in closest intimacy, and none may receive except as he gives. We have not strengthened ours in accordance with our resources or our genius, notably on our own continent, where a galaxy of republics reflect the glory of New World democracy, but in the new order of finance and trade we mean to promote enlarged activities and seek expanded confidence.

Perhaps we can make no more helpful contribution by example than prove a republic's capacity to emerge from the wreckage of war. While the world's embittered travail did not leave us devastated lands nor desolated cities, left no gaping wounds, no breast with hate, it did involve us in the delirium of expenditure, in expanded currency and credits, in unbalanced industry, in unspeakable waste and disturbed relationships. While it uncovered our portion of hateful selfishness at home, it also revealed the heart of America as sound and fearless, and beating in confidence unfailing.

Amid it all we have riveted the gaze of all civilization to the unselfishness and the righteousness of representative democracy, where our freedom never has made offensive warfare, never has sought territorial aggrandizement through force, never has turned to the arbitrament of arms until reason has been exhausted. When the governments of the earth shall have established a freedom like our own and shall have sanctioned the pursuit of peace as we have practised it, I believe the last sorrow and the final sacrifice of international warfare will have been written.

Let me speak to the maimed and wounded soldiers who are present to-day, and through them convey to their comrades the gratitude of the Republic for their sacrifices in its defence. A generous country will never forget the services you rendered, and you may hope for a policy under Government that will relieve any maimed successors from taking your places on another such occasion as this.

Our supreme task is the resumption of our onward, normal way. Reconstruction, readjustment, restoration—all these must follow. I would like to hasten them. If it will lighten the spirit and add to the resolution with which we take up the task, let me repeat for our Nation, we shall give no people just cause to make war upon us; we hold no national prejudices; we entertain no spirit of revenge; we do not hate; we do not covet; we dream of no conquest, nor boast of armed prowess.

If, despite this attitude, war is again forced upon us, I earnestly hope a way may be found which will unify our individual and collective strength and consecrate all America, materially and spiritually,



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PRESIDENT HARDING

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# THE PRESIDENT

A WELL-KNOWN novelist has said, "A chance remark will often illustrate the quality of a man's character." In the stress of circumstances as well as in the calm, contemplative utterances we often turn the flashlight upon our inner selves, and so in seeking a key that will unlock the character of Warren G. Harding we need seek no further than the little circle of newspaper men among whom most of his life work has been done.

"Remember there are two sides to every question," he once said to the staff on his paper. "Get both. Be truthful. Get the facts. Mistakes are inevitable, but strive for accuracy. I would rather have one story exactly right than one hundred half wrong," and then continuing, he went on to say: "Be decent; be fair; be generous. Boost—don't knock. There is good in everybody. Bring out the good in everybody, but never needlessly hurt the feelings of anybody. In reporting a political convention, give the facts; tell the story as it is. Treat all parties alike. If there's any politics to be played, we'll play it in our editorial columns. Treat all religious matters reverently. If it can possibly be avoided, never bring ignominy to an innocent man or child in telling of the misdeeds of a relative. Don't wait to be asked, but do it without asking; and above all, be clean, and never let a dirty word or a suggestive story get into type. I want this paper so conducted that it can go into any home without destroying the innocence of any child."

Here speaks the sterling representative of the great class that has done so much for everything that is worth while in the world. Warren G. Harding, the twenty-ninth President of the United States, came of a family which a century ago settled in a little Ohio village in Morrow County named after Corsica—the birthplace of Napoleon. Because the clearing was dotted with many beautiful shrubs and lovely flowers, it took upon itself the name by which it has since been known—Blooming Grove.

The history of the Hardings (who came to America in 1623) is one of daring and courage. Prior to the Revolution, they pushed westward and settled in the Wyoming Valley of Pennsylvania. It was here in the Wyoming Massacre of July 3, 1778, that a group of the Harding family met the supreme test unflinchingly.

Senator Harding's maternal grandmother, Charity Van Kirk, was of Dutch birth, and her grandfather, Josiah Van Kirk, had seven sons in the Revolutionary War.

Other members of Senator Harding's family fought in the Indian wars, and his father, Dr. George T. Harding, saw honorable service in the Civil War.

In the early eighties the immediate family of President Harding moved to Marion, and if you had visited this town during the campaign you might have seen Dr. George T. Harding, the elderly father of the present President, practising his profession through the wide countryside, and a glance at the doctor's honest face would show you from whom the plain virtues of the President were in-



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cling fast to the inheritance which is ours, never fearing the enemy from without, but watching the enemies from within, and move on to the fulfilment of a splendid destiny."

His record in the Senate is in strict accordance with these truly American views. He voted three times for the National Suffrage Amendment; worked in harmony with Senator Henry Cabot Lodge in fighting for reservations that would safeguard America in the League of Nations; and has supported his party throughout his Senatorial career, believing that the Republican party has stood for the best things in America and as a party man it should have his support.

Realizing that his efficiency as a Senator would partially depend upon his knowledge of foreign affairs, he has been abroad a number of times, studying systems of government and economic problems, tariff, standard of wages for labor, and modes of life in various communities. On becoming a United States Senator, he visited the Hawaiian Islands in order to get first-hand information in regard to the production and distribution of sugar. He has spoken in nearly every State in the Union and has achieved a reputation for open-mindedness in arriving at a conclusion, and the utmost steadfastness in carrying his decisions to their ultimate conclusion. He served as chairman of one National Convention and was singled out as the Presidential candidate of another in 1920. Cool, with a considerate heart, he has a rare faculty for remembering statistics and business facts, and has the sound common sense of the common people. He has epitomized in his first campaign speech his political creed—a better one than which it would be difficult to find:—

"To safeguard America first.
"To stabilize America first.
"To prosper America first.
"To exalt America first.
"To live for and revere America first."

## THE VICE-PRESIDENT

THE ancestral home of Calvin Coolidge lies high up in the wilds of the Green Mountains, where the call of the bob-white resounds through the woodland, and no clangor of locomotives breaks the silence of the dream-wrapped hills. Trout dart hither and thither in the forest streams, and deer graze in the clearings. There are probably some of the four hundred inhabitants of Plymouth Notch who didn't know until days after that he was nominated for the Vice-Presidency, or that Calvin Coolidge had been elected the Governor of Massachusetts. To these he is still "Cal"—not a great man, but, like his neighbors, honest, dependable, and a son of the soil. In political life, Calvin Coolidge has the name of being a silent man. They say at Plymouth Notch that he used up all his language in driving oxen when he was a boy.



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CALVIN COOLIDGE

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# THE CABINET

## CHARLES EVANS HUGHES

*Secretary of State*

A lawyer, devoted to the highest ideals of his profession; a governor who, in the exercise of his duties as chief magistrate of New York, conscientiously and fearlessly served the best interests of the people; an Associate Justice of the United States Supreme Court, endowed with unerring perception, sound judgment, and an exceptional mastery of the principles of law; a man of magnetic personality, with a ready smile and keen eyes which seem to search one's very soul,—such is Charles Evans Hughes as he has established himself in the esteem of the American people and as he is known to his friends. He has become Secretary of State during one of the most momentous periods in the history of the world, and what he does in the great office to which he has been called will be closely watched not only in America but all over the civilized world. For never in the history of this country has the glare of pitiless scrutiny been focussed on any one as it will be upon Charles Evans Hughes.

While he was Governor of New York State an executive in the Executive Department was asked by a visitor what the Governor's relaxations were, and the laconic reply was—

"Why, he works."

Indeed, his almost machine-like capacity for turning out work impressed all who came in touch with him quite as much as did his scholarly grasp of the law in all its myriad ramifications.

When one learns he began the study of Greek at the age of eight, was a student of theology at the age of ten, and at fourteen had entered Colgate University, one does not question the unusual mind of Mr. Hughes. In his home library there are fewer law books than works on philosophy and history. On the shelves of his bookcases may be seen Herbert Spencer's Synthetic Philosophy, The Descent of Man, Gibbon's Decline and Fall of the Roman Empire, Landor's Imaginary Conversations, the works of Thomas Carlyle, of Kant, Darwin, Huxley, Haeckel, and Locke. If he were asked what he does for relaxation, he would confess that Conan Doyle is one of his favorite authors and that a thrilling mystery or detective story is one of the best sedatives for a tired brain he knows. His athletic, stalwart form is indicative of physical exercise. Indeed, for many summers he spent his vacation climbing the Alps. He is an ardent golf enthusiast and also very fond of music. A thumbnail biography of Mr. Hughes reads about as follows:—

He is the son of a Baptist minister, and was born at Glens Falls, New York, April 11, 1862. After two years at Colgate University he went to Brown and graduated in 1881. Three years later he had completed a course at the Columbia Law School and was admitted to the bar. He commenced the practice of law in New York City, where he at once rose to prominence as a public figure. He began



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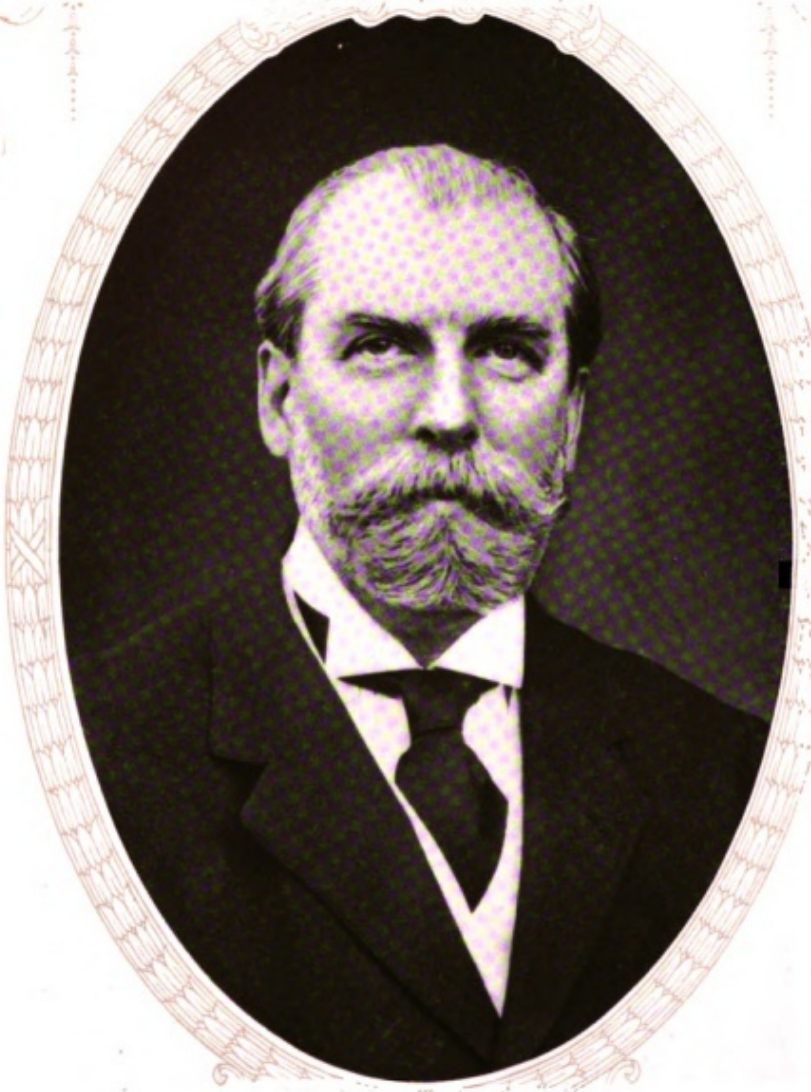

CHARLES EVANS HUGHES

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his law career as a clerk in the office of Chamberlain, Carter & Hornblower, and married in 1888 Miss Antoinette Carter, a daughter of the senior member of this firm, of which he himself later became a member. From 1891 to 1892 he was professor at the Law School at Cornell University. He first came into prominence in 1905 as counsel for the Stevens Gas Commission, where he not only disclosed certain flaws in some of the franchises and proved that many others had expired, but was also able to bring about legislation which removed numerous evils in the local gas situation and cut the gas rate to eighty cents a thousand feet. He then became counsel of the Armstrong Insurance Company, refusing the nomination for Mayor of the city, in order to carry on for the committee an investigation of the large insurance companies doing business in the State. His masterful handling of this investigation revealed much mismanagement and corruption and brought about an amendment to the State Insurance Laws, which resulted in many important reforms in the insurance business.

His success in this work led to his nomination in 1906 for Governor of New York by the Republican party, and he was elected in spite of the opposition of many factions whose enmity he had aroused by the fearless and able conduct of the investigations to which he was called. When opposed by a majority in the Legislature on a bill to establish Public Service Commissions, Governor Hughes appealed to the people, and so great was the public sentiment aroused that the bill was passed. Despite like opposition he succeeded in having anti-gambling laws enacted and brought about other reforms in the State management.

Shortly before the expiration of his second term as Governor, he was appointed by President Taft to the bench of the Supreme Court of the United States, where he served until 1916, when he was nominated for Republican candidate for President, and resigned to conduct his campaign. So close was the election that the result was not known for several days and was finally decided by the California vote turning the scales in favor of Woodrow Wilson. After the election Mr. Hughes became a member of the law firm of Hughes, Rounds, Schurman & Dwight, and in 1918 was appointed a special assistant to the Attorney-General in the aircraft inquiry. His appointment to the Secretary of State office in Mr. Harding's cabinet is considered one of the latter's best appointments.

His broad sympathy and conscientious conduct of office have been shown by scrupulous fairness and high conception of public duty. By many he has been regarded as a cold man of mystery, but that he is intensely human is shown by this story of an incident which occurred during his term as Governor. A pardon had been sought for two young murderers. There was no doubt as to the guilt of the two men, but both were very young and considerable effort was being made to have their sentences commuted. A man whose sense of justice was untempered with mercy would have wasted little time in rendering his decision, but day after day went by and still Governor Hughes debated the question, while the wrinkle of anxiety



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across his forehead deepened perceptibly. On the night before his decision had to be made, he paced the executive chambers for hour after hour in deep meditation. People saw his light burning far into the night. The next day he solemnly announced that he had not been able to commute the sentences.

"It is in cases like this, gentlemen," he said to the newspaper correspondents who came to interview him, "that a man really realizes what it means to be a Governor!" He brought his fist down upon the desk with a heavy blow, sighed, then straightened his shoulders and turned to the consideration of a batch of official documents which were waiting him.

## ANDREW W. MELLON

*Secretary of Treasury*

He did not seek the honor of directing a nation's finances,—this modest, retiring man with his gentle manner and his diffident nature. In fact, it took considerable arguing to convince him that only a man with his experience and ability could successfully fill the position of Secretary of the Treasury during a period when the difficulties attending that job were increased by the tremendous money problems growing out of the war. Such a position requires a financial expert, and if ever a man qualified under that head it was Andrew W. Mellon, the Pittsburgh banker and multimillionaire.

Mr. Mellon is the son of Thomas Mellon, the Irish immigrant from County Tyrone, Ireland, who came to America with his parents when he was only six years old. Possessed of a remarkable business ability, combined with ambition, energy, and perseverance, Thomas Mellon amassed an enormous fortune, becoming one of the richest men in Pennsylvania. The money was made out of land, coal, iron ore, and oil. The three sons, among whom he distributed $125,000,000 about twenty-five years before his death, have followed in the elder Mellon's footsteps, until to-day it is estimated that the combined wealth of the family amounts to $500,000,000. It was the Irish immigrant "Tom" Mellon who gave Henry C. Frick his start by loaning him $20,000 to establish his coke industry in Pennsylvania.

Andrew Mellon is not generally known throughout the country. In fact, comparatively few outside of his native State of Pennsylvania and certain business circles had heard of his name until his appointment to a seat in the Cabinet was announced. Yet that name holds an important place in the records of the Aluminum Company of America, of the Gulf Oil Company, the American Locomotive Works, the Crucible Steel Company, the Standard Steel Car Company, the New York Shipbuilding Company, and numerous power companies, local street railways, water companies, trust companies, and fire insurance companies. The Mellon National Bank of Pittsburgh, which is perhaps his favorite enterprise, has a capital of $6,000,000. The concerns in which he is interested have resources of more than $800,000,000. The fact that the majority of his great-



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ANDREW W. MELLON

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HARRY M. DAUGHERTY

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single-handed, he landed the nomination for Mr. Harding. When the deadlock came and a group of men, weary and red-eyed from loss of sleep, were closeted in conference in a hot, stuffy room, Mr. Daugherty calmly brought his carefully laid plans to a head, and while the Convention was held up, and worn telegraph editors on the big newspapers throughout the country watched hour after hour for the final word from Chicago, the delegates got together and the nomination for Mr. Harding was put through.

In the stress and anxiety of this strenuous campaign Mr. Daugherty still found time for flying trips back to Columbus to see "the sweetest woman in the world." This "sweetest woman" is Mrs. Daugherty, the frail little invalid wife who has not walked for fifteen years, as a result of rheumatism, and Mr. Daugherty's greatest ambition, which he places above Cabinet appointments and political conquests, is to see her restored to health.

## EDWIN DENBY

*Secretary of Navy*

"Ed, you're too old. You're too heavy and you've got a wife. What's more, you'll be a private and that means work and lots of it. I advise you not to enlist." So spoke the recruiting officer to Edwin Denby of Detroit, when the latter sought to enter the United States Marine Corps the week after this country declared war on Germany. But the reply did not shake Mr. Denby's determination to serve his country in its hour of need. Moreover, as he explained to the officer, he was not looking for a commission or a soft berth. He had been in the habit of doing what he believed to be his duty. He would do it now, and he did! Though a married man, over weight and many years over age, he succeeded in obtaining waivers from Washington, and in April, Private Edwin Denby, United States Marine Corps, saluted the Stars and Stripes and with raised hand took the oath of allegiance with the other "rookies." A few passers-by stopped to view the ceremony with idle curiosity, but in the background a sweet-faced little woman in blue and gray watched every detail with eager interest, a brave smile on her lips, but with tears in her eyes. At her side, little Edwin, Jr., thrilled by the glory of it all, threw back his shoulders and proudly declared that he might go with papa some day.

Edwin Denby did not remain a private long. Soon after his arrival at Paris Island he became a corporal and two months later was promoted to the rank of sergeant, making a splendid record as a drill-master to the sixty thousand recruits who passed through Paris Island on their way to France. Early in 1918 he was made a second lieutenant, and not long after received his commission as first lieutenant and then as captain. In the summer while he was in France with the Marines he was promoted to the rank of major. Each of these promotions came as a result of his ability and his determination to succeed. In the spring of 1919 Major Denby received



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EDWIN DENBY

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his discharge and returned home to resume the rôle of sedate, middle-aged business and professional man.

The rise from the humble position of deck hand on the old training-ship Yosemite, back in the 90's, to a seat in President Harding's Cabinet, has been a long, slow climb, but the way has been marked by many interesting events.

Mr. Denby was born in Evansville, Indiana, February 18, 1870, and is the son of Charles Denby, the old-time "democratic boss" of Indiana. When he was but fifteen he went to Peking with his father, who had been appointed by President Cleveland as Minister to China. There he accepted a position with the Chinese Imperial Customs service, which he held until he and his father returned to America in 1894. He then entered the law department of the University of Michigan, graduated in 1896, and was admitted to the bar the same year. When the Spanish-American War began, he left his law practice to enter the service. He was a member of the Michigan naval reserves, and was mustered in as an apprentice seaman of the gunboat Yosemite. It was not an easy task for a man of his size and build to "swab" decks, but he kept at the job until he mastered it. He finally became a third-class gunner's mate, and rendered distinguished service during the war. On one occasion he succeeded in capturing a valuable Spanish prize ship.

Mr. Denby's career has been decidedly varied. In 1902 he was elected to the Michigan Legislature, and two years later he represented Detroit in the National House of Representatives. During his two terms at Congress he stood firmly with the "Old Guard stand-patters" of his party. As a business man he has met with large success. Realizing the immense opportunities presented by the automobile industry, he established the Denby Motor Truck Company, and was one of the original stockholders of the Hupp Motor Car Corporation. He has also had important banking connections, having served as a director of the National Bank of Commerce, and as vice-president of the Bankers' Trust Company. After his return from the service in the late war he accepted an appointment as probation officer of the Detroit municipal courts. Then came the appointment to a seat in the Cabinet as Secretary of the Navy,—the crowning success of his career, and a position for which his years of service for his country have admirably fitted him.

## HENRY CANTWELL WALLACE

*Secretary of Agriculture*

If it had not been for the intervention of Fate and some quick-witted and resourceful neighbors, the present United States Secretary of Agriculture would be some other than Henry Cantwell Wallace. One Sunday, more than fifty years ago, when Mr. Wallace was only a year old, his mother started with him across the Mississippi River to attend the father's church service at Davenport, Iowa. There had been a buggy trail across the ice during the winter,



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HENRY CANTWELL WALLACE

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but a thaw had commenced, and though the ice still appeared safe, it had become treacherously thin and weak. Mrs. Wallace and her baby had proceeded but a short distance when there was an ominous crunching sound beneath them and a moment later they were struggling in the icy water. Some neighbors who happened to reach the river soon after the accident occurred formed a living chain and dragged the two safely to shore, little dreaming that they had rescued a future Cabinet member!

Mr. Wallace is a typical out-of-door man, of robust build and ruddy complexion. He comes of a race of farmers. His ancestors were tillers of the soil three hundred years ago on their native heath in Ayrshire, Scotland. Later the family moved to Northern Ireland. Mr. Wallace's grandfather left the latter country some time previous to 1830 and came to America. The father of the present Secretary of Agriculture was a minister who became known to thousands of people in Iowa as "Uncle Henry." His first pastorate was at Rock Island, Illinois, where Henry Cantwell Wallace was born, May 11, 1866. In addition to his pastoral work at Rock Island, "Uncle Henry" handled an extra pulpit at Davenport, Iowa, across the Mississippi River. Finally, threatened with tuberculosis, he was obliged to give up the ministry, and devote his attention to the farms which he had acquired in Adair County, Iowa. The family moved to Winterset, where the children could attend good public schools. During his spare moments, young Henry picked up the printing trade in the office of a country newspaper, spending his summers on the farm. When he was nineteen he entered the State Agricultural College at Ames, but two years later he gave up the course, temporarily, to take charge of one of his father's farms, the tenant having thrown up his lease and left the place with no one to handle it. It was five years before he went back to finish his course at the Agricultural College. In the meantime another student at Ames had given up the course, not temporarily, but permanently. Miss May Brodhead, a "hec co-ed," as the girls of the Home Economics Department were called, "exchanged the exacting grind of books and classes for the free and easy life on a pioneer Iowa farm." During those first two years which Mr. Wallace spent at Ames, the two had attended the various social functions together, and during the summer of 1887 much weighty correspondence was exchanged between them. In the fall of that year occurred one of those marriages which, as an Ames girl recently said, "are made only in heaven and at a co-ed school." Mrs. Wallace has shared with her husband his love of farm life and has been a valuable partner in all of his undertakings. Although she is the mother of six children, she has taken an active interest in outdoor life. Several prominent guests, including Ex-Presidents William Howard Taft and Theodore Roosevelt, have enjoyed the hospitality of what many Des Moines people are in the habit of speaking of as the Wallaces' "ideal American home."

Early in 1895 the well-known agricultural paper *Wallaces' Farmer* was started, with "Uncle Henry" at the head and Henry and his brother John as assistants. It commenced as a semi-monthly



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JAMES JOHN DAVIS

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mitories and residences there is a splendid high-school building, also a printing plant, an industrial shop, and a farm. The buildings are all heated by a central plant. The young people have their baseball and track teams, and their orchestra and bank. At present there are about a thousand orphans at Moosehart who are being given a chance to make their way in the world, as a result of the dream and the determination of the man who had few advantages in his own youth and was obliged to start as a laborer in a Pennsylvania iron mill.

During the war Mr. Davis visited the European battlefields as a chairman of the Moose War Relief Committee. On one of his trips across he was booked on the Tuscania, which went to the bottom off the coast of Ireland, but, owing to a delay in the arrival of some of his associates in New York, he took the Philadelphia, which sailed a few days later.

Mr. Davis is well known in Pittsburgh as a patron of music, and it was through his efforts that the Welsh people of that city were able to conduct the great international "Eisteddfod" at Exposition Music Hall there a few years ago.

The present Secretary of Labor still carries a union card and is a member of the Amalgamated Association of Iron and Steel Workers. His work in the Pennsylvania steel mills has given him a sympathetic outlook on the labor situation. Combined with this he has a knowledge of commercial and industrial questions which he has gained through his experiences in the business world, as a banker and as the head of the Loyal Order of Moose. Neither a radical labor unionist nor a representative of capital, he is well qualified to foster and promote the welfare of the wage-earners of the United States and to be a mediator in any labor disputes which may arise.

## HERBERT HOOVER

*Secretary of Commerce*

Like a chapter from "Monte Cristo," an episode from "King Arthur," or the exploits of a hero in one of Alexander Dumas' novels, is the spectacular career of Herbert Hoover. Ambition, love of adventure, and a broad human sympathy which has ever sought to right the wrong and stamp out injustice, have led him from the humble Quaker home in Iowa through Leland Stanford University, where he faced the difficult problem of gaining an education and earning his way at the same time; into the mines of California, where he labored with shovel and pick; then to an abandoned mine in Australia and an established reputation as a mining engineer; into China, where he and his young bride faced the horrors of the Boxer uprising; to London and a partnership in an engineering firm with commissions in nearly every corner of the world; from the brilliant setting of European courts to the sinister gloom of darkened London, the terrors of the submarine zone, and the tragedy of devastated Belgium; carrying relief and comfort into the dark corners



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HERBERT HOOVER

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of the earth wherever suffering and misery abounded, until his name became a household word on two continents!

Mr. Hoover's earliest recollections are of the peaceful little Quaker home, known as "The House of the Maples," near West Branch, Iowa, where he was born in August, 1874. He remembers how he and his brother Tad used to crawl up into their chairs in the sitting-room after breakfast and sit with their legs dangling over the edge while their father read from the big black Bible. Then they would all kneel on the rag carpet, the boys screwing their elbows into the cane seats of the chairs while the mother prayed, after which mother would help him on with his coat, button it up around his throat, and say, "Run and play, Bertie, but do not get thy feet wet."

This chapter in his life was soon closed. He was left fatherless at the age of ten, and for a few years was cared for by different relatives. When he was only fourteen he went to Portland, and for three years earned his living by working in a real estate office, saving every penny which he could spare and studying nights that he might realize his great ambition of becoming a mining engineer. In the fall of 1891 he entered the new Leland Stanford University, as a member of the "pioneer class." There are many who still remember him as the quiet, serious young man who used to stroll across the Quadrangle, with his hands deep in his pockets and his head bent down on his chest, lost in thought. Certainly he had much to think about, confronted as he was with the task of extra study which resulted from entering the University with insufficient preparation, and with the problem of earning his way. For a while he waited on table, and then became agent for a laundry on commission. He was said to be a "shark in 'math' and a whale for geology." Four years after he entered the University he graduated as a mining engineer *cum laude*. After leaving college he went into the drifts as a miner, worked for two dollars a day shoving cars from a dump, graduated to the pick and shovel, and finally secured a position with Louis Janin, the foremost mining engineer in the State of California. He was obliged to start in as a typist, but in a short time was given responsible commissions, and was finally recommended for an opening in Australia. There he successfully tackled a tremendous problem involving peculiar labor conditions, and new methods of management in a country where water was found only every fifty or sixty miles. In spite of these apparently insurmountable difficulties he developed some highly profitable mines and won considerable reputation as a mining engineer.

In 1899 Mr. Hoover started with his young bride to China where as chief engineer of the Chinese Exploration Company he was to make a mining-geological survey. He had barely commenced this work when the Boxer Rebellion broke out. His chief, the Chinese Minister of Mines, who was hostile to the movement, escaped from Peking in disguise, but was discovered in Tientsin, where Mr. Hoover succeeded in saving him from the firing squad. Unable to leave Tientsin, Hoover devoted his energies to organizing the civic forces and co-operating with the military and civil authorities in putting



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never occurred to her that even had Mr. Hoover been in Brussels at the time he would have been powerless to help. Had he not kept her and her friends alive during the two terrible years which had passed? Surely he could save them now!

Mrs. Kellogg tells of the time when the scant food supply in Brussels led the local Belgian Committee to order the canteen to turn away the children who were restored to a certain weight through the one nourishing meal a day which they had been receiving, and take only those emaciated little ones who were near starvation. The women, torn between their distress for the pathetic little army of starving babies and their grief over the inevitable fate of those whom they were ordered to turn away, sought the help of Mr. Hoover, who was then in the city. They brought to him the hollow-chested little ones with their great pathetic eyes which gazed at him in mute appeal. For a while he looked on silently, biting his lips as the tears came to his eyes, and then he went out and accomplished the impossible! The children who had been "restored to normal" were kept and the new ones came!

And so we find him during the next few years carrying or sending relief to the suffering wherever the call might come,—to Macedonia and the Near East, to Finland and Czecho-Slovakia, to Austria and Hungary,—continuing his work after the armistice was signed, organizing the American Relief Commission and starting the machinery that sent armies of experts into these various countries to make a survey of the needs, set the railroads to running, and giving new sailing orders to fleets of food-ships. "The human dynamo," he is called by those who have seen him directing these numerous operations. It is this superb energy combined with his remarkable executive ability and his intense love of America and all she stands for that will make this man a potent factor in the activities of the new Cabinet.

## HUBERT WORK

*Postmaster-General*

"Do the best you can, the thing that lies nearest you, and finish it," is the advice which Hubert Work, who succeeded Will H. Hays as Postmaster-General, often heard from his father, who was one of those unusual farmers who worked with his hands yet used his brains in every detail of farm work. When the boy became impatient, his father, a man of very few words, would call again to mind his text for success, and add:—

"If men will simply do as best they can, the job before them, and finish it,—whether they like it or not,—the future will take care of itself."

This curt statement from his farmer father explains how Postmaster-General Work has gone on step by step from the small things on the farm to a seat in the Cabinet of the Nation. He was born on his father's farm near Marion Center, Pennsylvania, July 3, 1860, and was educated at the Indiana (Pennsylvania) State Normal School,



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at the University of Michigan, and at the University of Pennsylvania, graduating in medicine at the University of Pennsylvania in 1885. He began the practice of medicine at Fort Morgan, Colorado, in 1887, and six years later moved to Pueblo, where he was a practising physician for twenty-five years.

In the medical profession, which has been his life-work, he has received the highest honors, being the youngest man ever elected president of the Colorado State Medical Society. He served as a member of the Colorado State Board of Medical Examiners, organized and for ten years was a member of the Colorado State Board of Health, and for four years was its president. In 1912 he was elected president of the American Medico-Psychological Society and is now the president of the American Medical Association.

When the United States entered the late war he retired from the active practice of medicine and volunteered in the Medical Corps of the Army. Commissioned Major by General Gorgas, he was assigned to the staff of Provost-Marshal General Crowder, becoming the liaison medical officer between the two departments, with supervision of the medical features of the draft. Advancement was rapid to the rank of Lieutenant-Colonel and then to Colonel in the Medical Corps. He is now in the Officers Reserve Corps of the Army, holding the rank of Colonel. All his sons, as well as he, were in uniform when the armistice was signed, and all are members of the American Legion.

Colonel Work is a lifelong Republican, and has for six years served as Republican National Committeeman. He was a delegate-at-large from his State to the Republican National Convention which nominated Taft in 1908, and was chairman of the Republican State Committee of Colorado in 1910.

No small part of his unusual success in the medical profession and in politics he attributes to the early training he received on his father's farm. He was a veritable farmer boy, and many of his Colorado friends are reminding him of incidents of his early days on the farm down in Pennsylvania.

Among his most cherished letters is one from Eden, Wyoming, March 20, 1922, which reads as follows:—

"Dr. HUBERT WORK,
Postmaster-General,
Washington, D.C.

*Dear Old Friend of Long Ago:*

I want to congratulate you on your appointment as a Cabinet Member. I often think of the last time I saw you in Penna. was in your Father's back field splitting rails, so here is hoping that you keep on going up till you get where the other great rail splitter got to.

With best wishes for your success I will do what I can to help you.

BANKS. W. BRADY

*Postmaster at Eden, Sweetwater County, Wyoming.*"



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Mr. Brady is the son of the late Culberson Brady, whose farm joined that of Dr. Work's father near Marion Center, Pennsylvania. Mr. Brady left Pennsylvania nearly forty years ago. He is now a merchant at Eden, Sweetwater County, Wyoming, and the small post-office, paying $99 per year, is located in this store.

Colonel Work was married to Laura M. Arbuckle of Madison, Indiana, in 1887. There are two sons and a daughter. One son, Dr. Philip Work, who was graduated from the University of Pennsylvania in 1913, is now in charge of the Woodcroft Hospital, for mental and nervous diseases, at Pueblo, Colorado, which was established by his father.

Mrs. A. W. Bissell, the daughter, lives in Chicago, Illinois. Robert, the youngest son, has recently graduated from the University of Colorado as a construction engineer, and he will be associated with the California and Nevada Power and Light Company with headquarters at San Francisco, California.

Dr. Work's policy as Postmaster-General, as expressed in one of the first addresses made before the National Welfare Council, shows the kindliness of his nature as well as the purpose he has in the management of the Post-Office Department.

" 'Welfare,' " said he, "to turn it around again, I suppose is intended to express the hope that you may 'fare well.' I hope that you men in this organization, and those you represent, may fare well in the postal service, and it is my disposition and it will be my effort to do everything I can to see that the postal employees shall fare well as we go along together.

"A morning paper attempted a little joke on my name. It contained an article in which it said that the 'humanizing' of the post-office had been turned to 'workizing' the post-office. Apparently they thought, as a pleasantry, that it was rather catchy. It is not a joke." "Humanizing" and "workizing" are the ability to work and the opportunity to work,—the very fundamentals of existence. There can be no citizenry—using the word in its highest sense—except for those who work.

## JOHN WINGATE WEEKS

*Secretary of War*

He is a big man, physically as well as mentally. He measures six feet, one inch in height, weighs over two hundred and fifty pounds, and has a physical strength and vigor which are to be envied. It is said that when he was a cadet at the Annapolis Naval Academy he could put up a 112-pound dumbbell with his right hand, then kneel on one leg and lift an 87-pound dumbbell with his left hand and slowly put it over his head. He was also able to heave into the air 199 pounds, lower it to his shoulders, and then raise it again, arm high. His most spectacular feat, however, and one which attracted considerable attention in Washington, was when, as chairman of the House Committee on Post-offices and Post Roads in the Sixty-first Congress he brought in a bill involving annual appropriations of



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JOHN WINGATE WEEKS

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two hundred million dollars and defended it against alteration in the House. It is recorded that this bill received the unusual compliment of passage by the Senate without amendment.

Mr. Weeks was born on a farm in Lancaster, New Hampshire, April 11, 1860. Among his early recollections is the memory of maple-sugar time when he used to help carry sap for the boiling and "sugaring off." When he was only sixteen he became a teacher in the district school. One year later there was an opening at Annapolis for a New Hampshire student and he was admitted, graduating in 1881. For two years he was midshipman on the U.S.S. Richmond, and was then mustered out of the service, for in those days there were not enough ships to provide commissions for all of the Academy graduates. Only ten in Mr. Weeks's class of seventy received commissions. He then went to Florida, picked up surveying, and for several years held the office of land commissioner of the Florida Southern Railway. He finally went to Boston where he became a partner in the firm now known as Hornblower & Weeks, with branches in nearly every large city in the country. He also served as Vice-President of the First National Bank of Boston. For six years Mr. Weeks served as commander in the Massachusetts Naval Brigade with the rank of Captain, and during the Spanish-American War, as Lieutenant-Commander, he had charge of an auxiliary emergency fleet for the protection of the Massachusetts coast.

Mr. Weeks's political career began in 1900 when he served as Alderman of Newton, which is a part of Metropolitan Boston. Three years later he became Mayor of Newton. His rise was rapid. In 1905 he served as chairman of the Republican Convention, and in 1913, after four terms of service in the lower house of Congress, he became United States Senator from Massachusetts. He had a notable career as a Congressman, serving on many important committees, including Banking and Currency, Expenditures in the State Department, Committee on Agriculture, and the Conference Committee in connection with the Aldrich-Vreeland currency bill. He also framed and had charge of the forestry bill and introduced the bill for the protection of migratory and insectivorous birds.

Mr. Weeks is a prominent club man, having membership in the University, Middlesex, Brae Burn Country, Newton, Republican, and Metropolitan clubs, as well as the Chevy Chase and the Army and Navy clubs at Washington. His chief hobbies are said to be farms and finance. The beautiful country house on the summit of Mount Prospect at Lancaster, New Hampshire, where he and his wife and two children have spent many summers, is his special pride. Of actual diversions he seems to have few, if any. He tells of a man who went all the way to Lancaster one summer to find out about his "lighter side." "He dug around for a long time," said Mr. Weeks, "and discovered that I arose early and went to bed early, and that as a boy I walked many miles to school, just like every country boy, and that eventually I taught school, but I guess that was about all he could find. I felt sorry for him, but I couldn't help him a bit myself."



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ALBERT BACON FALL

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It is said of him that "his convictions, sincerely entertained and courageously expressed, are not reactionary, but truly progressive, and his statesmanship is all the broader and more inspiring because practical and possessing the dominant quality of common sense."

Mr. Weeks is a home lover and the type of man to whom private life holds great attraction, but he has entered upon a public career, and, true to his instincts and his training as an Annapolis man, he will "never desert the ship, nor haul down the flag under fire."

## ALBERT BACON FALL

*Secretary of the Interior*

He comes from the land of broad "mesas" and majestic mountain ranges, where the immense stretches of country seem actually to impart a breadth of mental vision. Among his qualifications for the position of Secretary of the Interior is his knowledge of various affairs within the country,—a knowledge which may be described as both keen and far-reaching. It has been said that:—

"He knows how to operate a reaper.
"He knows how to apply a hickory rod to an obstinate schoolboy.
"He knows how to rope a steer.
"He knows how to address a jury.
"He knows how to run a drill in a mine.
"He knows how to command soldiers."

Moreover he has learned these things from actual experience.

Albert Bacon Fall was born at Frankfort, Kentucky, in 1861, but he went West at an early age, making his home for a time in Texas and later in New Mexico. He was educated in the country schools and has also taught them. During this period he utilized his spare moments in reading law, and in 1889 he commenced his practice as a lawyer, specializing later in Mexican law. He has worked as farmer, ranchman, and miner in the great Southwest. During the Spanish-American War he served as captain of Company H, First Territorial Volunteer Infantry.

Mr. Fall has served as Associate Justice of the Supreme Court of New Mexico, has twice been Attorney-General of the State, and was also a member of the State's constitutional convention. He served several times as a member of the New Mexico Legislature, and in 1912 was sent to the United States Senate. He was re-elected in 1913 for the term ending 1919 and was again re-elected in November, 1918, for the term ending 1925. His victory in the last election was saddened by the loss of a son and a daughter, both victims of influenza.

Near Three Rivers, New Mexico, is the large ranch where Mr. Fall has been engaged in farming and stock-raising. He is able to speak and write the Spanish language fluently and has an intimate knowledge of the Mexican people and that mysterious land of "mañana."



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# THE ADMINISTRATION OF A NEW ERA

PRESIDENT HARDING'S INAUGURAL ADDRESS, *with a* BRIEF ACCOUNT *of the* PAST CAREERS *and* CHARACTERISTICS *of* THE PRESIDENT, VICE-PRESIDENT, *and* THE MEMBERS *of the* CABINET, *to whose* COLLECTIVE WISDOM THE POST-WAR PROBLEMS *of* THE UNITED STATES HAVE BEEN COMMITTED FOR SOLUTION

*TOGETHER WITH*

ILLUSTRATIONS SHOWING THE CABINET GROUP, PRESIDENT, VICE-PRESIDENT, *and* MEMBERS *of the* CABINET

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PRESIDENT HARDING'S INAUGURAL ADDRESS, *with a* BRIEF ACCOUNT *of the* PAST CAREERS *and* CHARACTERISTICS *of* THE PRESIDENT, VICE-PRESIDENT, *and* THE MEMBERS *of the* CABINET, *to whose* COLLECTIVE WISDOM THE POST-WAR PROBLEMS *of* THE UNITED STATES HAVE BEEN COMMITTED FOR SOLUTION

*TOGETHER WITH*

ILLUSTRATIONS SHOWING THE CABINET GROUP, PRESIDENT, VICE-PRESIDENT, *and* MEMBERS *of the* CABINET

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