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ELISHA PERKINS DODGE



E. P. Dodge

ELISHA PERKINS DODGE

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BIOGRAPHICAL SKETCH

BY NATHAN N. WITHINGTON

I

ELISHA PERKINS DODGE was born in Ipswich, Massachusetts, October 5, 1847, of a family of the best Puritan stock on both sides. His ancestors, in the direct Dodge line, had been for over two hundred years residents of Essex County. Richard Dodge settled in Salem in 1638, and Elisha was of the seventh generation of his descendants, his intermediate ancestors, most of them farmers, having dwelt successively in Beverly, Hamilton, and Ipswich. One of his great-grandfathers was a brother of Nathan Dane, the jurist and statesman. His father, Nathan Dane Dodge, was a farmer in easy circumstances who had increased the paternal acres and reared a large family in the strictness of Puritan faith and morals. He was a man who commanded and deserved the respect and affection of the community in which he lived, and

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was beloved and revered by his family. The observance of family prayer was maintained in his household, and the religious influences were those of the orthodox New England type, strict but kindly, under which the parents were looked up to with as strong feelings of reverence as of affection. He was a man of great energy and industry, of sound mind and strong body, a leading man in the community and in the church, a worthy representative of the strong, independent, God-fearing men who gave character and direction to the Commonwealth of Massachusetts.

The mother, Sarah Perkins Shepherd, was born in Deerfield, N. H., and was a woman of marked character and amiability, of whom one of her sons said, "My mother had the best disposition — I make no exceptions — the best of any person I ever knew." To this pair were born eleven children, of whom the youngest was Elisha Perkins, who was fortunate in being born of such parentage, and in a family of brothers and sisters whose influence was favorable to the development of the best traits of his character.

From early childhood Elisha was in body and

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mind in advance of his years. He learned to read without being regularly taught, by observing his older brothers and sisters, and at the age of four, when he went to school, he was in size and maturity of appearance and mental power on an equality with children several years senior to himself. Maturity beyond his years was one of his noticeable characteristics from infancy to manhood. Until he was thirty years old those who met him for the first time took him to be several years older than he was, and they were not freed from the delusion by conversation with him, for his mental powers were in accord with his physical development.

The district school which Elisha first attended was more than two miles from his home, over roads poorly broken out when the winter's snows were deep, and with little shade in summer. When older he studied for a while at the Ipswich High School. He was in high esteem with Mr. Issacher Le Favour, the master, who on more than one occasion used Elisha as a model and exemplar to stimulate the dull and the lazy. One of his schoolmates, who was neither dull nor lazy, but quite the reverse, shortly before his death contributed the follow-

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ing reminiscences, which are given in his own words:—

The late Elisha P. Dodge and myself were boys together, born in the same parish, in the same year, and attended the same district school together. In his early years I knew him intimately. He was a scholar without trying to be. He needed to make but little effort to learn. Often by once reading history he led his class. In mathematics he was easily at the top. He gave more time to the study of Latin and Greek than anything I ever knew him to touch. Such studies as grammar, geography, etc., he seemed to skip, and was found in higher grades of study while other boys of his own age were plodding along the common paths of school life. He was particularly good in declamation before the school, and took a prominent part in the "Young People's Debating," being one of its principal founders. His favorite word was "prepared," and he went to the schoolroom prepared to answer the master's questions, but how he learned his lessons I never knew, for he spent less time in study than any other boy of my acquaintance, but for all that he usually led his class. He was a favorite with his teachers, some of whom he could teach. He had a good deal of fun in his make-up, and found more time for it, both in and out of school, than the other boys. He was a leader among the boys in sports, in thought, etc., as later he became a leader among men. When, at the age of sixteen, we attended the Ipswich High School together, he had to walk three miles and I six, each carrying on his arm a little box, containing food which was to last three days. We walked

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from our homes to our room on the mornings of Mondays and Thursdays, returning at noon on Wednesdays and Saturdays. It was a little harder than most boys have to do nowadays, for we worked on the farm during the afternoons, after our walk home, in the summer and fall seasons. He was the best scholar in the High School. Elisha was busy as a boy, was seldom or never idle, and never despondent. He cared little for sentiment, but was never lacking in good cheer or courage. He was democratic, but did not fawn. What he was as a boy gave promise of what he became as a man. We were also constant attendants of the same church, — and to attend church in that parish at that time was considered quite as important as to attend school. Even in his boyhood he was inclined to question the old theology. Many prayer meetings were held in those days, in which young people for the most part became interested, but I do not remember that he ever became at all solicitous in regard to the questions that appealed to many others. As a boy he was always ready with an argument to support his opinion, and was often found to argue with those much older than himself. Well equipped for one of his age, and fearless in presenting his opinions, he frequently found himself in many a hot battle of words, in which he usually showed both skill and knowledge. If he were beaten he never seemed to know it, and at all events never dropped the subject there, but continued to investigate till he found all that he could about it. He thought for himself, and was not much biased by the simple opinion of others. Facts, figures, and business appealed to him very early in life. As a boy, he not only learned facts, but was never sat-

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isfied without reasons, and boys with whom he talked had to be posted or they were quickly floored. In his boyhood he was beyond talent, — he was even a genius. . . .

When very young he looked ahead into life to a time when he expected to become rich and influential. As a small boy he often told his mother that when he became a man, he would go to Asa Lord's store (Mr. Lord was the keeper of a general store in town), and buy her all sorts of good things. Ambition even then had found a home in his life, and it seems never to have left him. From his very start in life he was bent on success, and pictured in his mind a course of life not unlike that he afterward pursued. He had a wonderful will power; no circumstance discouraged and no defeat drove him from his purpose. He was always confident that he could do what he undertook.

Fancy, sentiment, and luck with him found but little if any place. His aim was to force success and the attainment of his purposes by plan and its execution, and was always logical. His word "prepared" he never forgot; it was not with him a sentiment and a motto without meaning. No boy really lived or felt it more; 't was his continual watchword.

The environment in which Elisha grew up furnished a wholesome and inspiring initiation for the youngest member of the household. With a serious and earnest groundwork of character the Dodge family had a saving sense of humor, a taste for reading and reflection, a

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kindly affection which united them as one, and high aims and ambitions. This latter trait was especially strong in Elisha, who had a great desire for a liberal education. When quite young he aspired to be a minister, and a little later to distinguish himself in public life, which led his family half in joke and half in earnest at one time to call him "the Senator." The incidents recalled of these days of boyhood are characteristic of the man in mature life under boyish forms of manifestation, and, though they may seem trivial, are yet significant of the mind and character of the strong and wise personage whom we knew and respected.

II

When Elisha was fourteen years old, his brother Nathan left Ipswich and went to Troy, New York, where the two oldest brothers, Moses and John, were established in the shoe business. Two years later, in 1863, when Elisha was sixteen years old, he also followed, his brother John having secured for him a place as assistant in the survey for the Schenectady and Catskill Railroad. In this employment he remained about a year, and in the spring of 1864 engaged

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in the employ of his brothers as cutter in their shoe factory, thus entering upon the business to which he was to devote, with such great success, the best efforts of his life.

The brothers continued to keep in touch with Massachusetts. Once or twice a year one of them came to Lynn to buy stock for the retail shoe store in Troy. They also had some dealings with Newburyport, and John L. Dodge had serious thoughts at that time of removing to Newburyport and establishing a shoe factory. Moreover, Massachusetts was their native State, and the ties of birth and family and early recollections were a constantly operating attraction.

Nathan D. Dodge was the traveling agent and salesman, and though he was very successful in this branch of the business, he had a natural desire to strike out on a more independent course, and he wished to associate his brother Elisha with him. They talked the matter over and gave it a favorable consideration, finally fixing upon Lynn as the field of operations. Accordingly, on the first of January, 1866, they began work in that city. It was in a small way. Elisha had saved \$100 and Nathan \$2000, and

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\$2100 was not a large capital on which to establish a shoe manufactory. But they went at it bravely, in the single hired room which sufficed for the beginning of the new business. Elisha, who was now nineteen years old, attended to the manufacturing and Nathan to the selling.

There was a very serious obstacle to the success of the enterprise in Lynn. The banks of that city declined to give credit to the young firm, and without bank accommodation they could not keep on with the business.

Their entire sales, at first, were to their brothers Moses and John, who had been buying of manufacturers in Newburyport and whose notes the banks there were in the habit of discounting. Nathan and Elisha were obliged to bring the paper for discount to the same banks. A few months after they began operations, Mr. Charles H. Coffin, president of the First National Bank, informed them that if they wished further accommodation the directors would require them to move their business to Newburyport. There was nothing for it but to comply with this requirement, and consequently they removed to Newburyport in the summer of 1866.

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On September 1, N. D. Dodge went into partnership with John H. Balch and established the business in the rooms over the First National Bank, Elisha working on salary as a cutter. He was remarkably quick and expert, and it is told of him at this time that in three hours he cut sixty pairs of balmorals. He also did a large share of the book-keeping of the firm, Nathan attending to the selling. Mr. Coffin was very friendly to them, and the bank extended to them all the accommodation they required.

This arrangement continued about a year, or until the latter part of 1867, when Mr. Balch wished to retire and the firm consequently sold out, the purchasers being E. P. Dodge and Newell Danforth of Georgetown. Elisha Dodge was under age at the time he entered upon this partnership; and apprehensive that his father might be responsible for his debts, and unwilling to impose such a burden upon him, he consulted counsel as to the law in the case. Although he was but twenty years old the lawyer consulted took his client to be the father in the case proposed, and instructed Elisha as to his responsibility for his son's debts. In fact

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he gave the impression of a man in early middle life rather than of a youth who had not yet arrived at the legal age of freedom from parental authority. The client did not enlighten his counsel as to the mistake. He had got the information he wanted, and that was enough.

Dodge & Danforth continued in business together for about a year, with success, in a frame building on Pleasant Street. Mr. Danforth then retired from the firm. For the succeeding four years, terminating July 1, 1872, John H. Balch was associated with Mr. Dodge; and while there were seasons of discouragement, the business was on the whole very prosperous. Mr. Dodge, although hardly more than a boy in years, was working, with the indomitable energy he always displayed, to win an established position in the world of business. His courage was always good and his spirits neither unduly elevated by a prosperous nor depressed by an adverse turn. He had the confidence in his own powers which his achievements, from the beginning to the end of his business career, so amply justified.

The partnership with Mr. Balch was dissolved July 1, 1872, and for the next few years the

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business was carried on under the name of E. P. Dodge, with William H. Swasey as special partner. This was a more important move than Mr. Dodge had as yet made, and toward Mr. Swasey he always expressed a grateful sense of obligation for the courage which he manifested and the confidence he placed in the ability and integrity of the managing partner. This was shown in 1873, the next year after the special partnership was formed, when the first section of the present brick factory on Pleasant Street was constructed. The erection of this building was a costly undertaking, which would have been impracticable with such resources as Mr. Dodge possessed, but Mr. Swasey had confidence in his partner, and his fortune and credit were pledged to the undertaking. From that time the great success of the establishment was assured.

In forming an estimate of Mr. Dodge's personality, the fact is noteworthy that he won the confidence of such conservative persons as the moneyed men of Newburyport, from his first entry among them, and that this confidence continued and increased from the first to the last. His personality gave the strongest impres-

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sion of integrity and ability. All recognized him as a strong and honest man.

In 1875 Edwin Sherrill and Henry B. Little were taken into the firm, and the business continued under the name of E. P. Dodge & Sherrill. In 1877 Mr. Swasey and Mr. Sherrill withdrew from the partnership, and the firm name was changed to E. P. Dodge & Co.

At the age of thirty, Mr. Dodge was now at the head of a large and successful manufacturing business, and was one of the solid and respected citizens of Newburyport. He had won his place by virtue of his own talents, combined with the hardest kind of work, work so laborious, indeed, as to have undermined his strong constitution and prepared the way for the insidious disease which later took so much from the enjoyment of life which should have been his.

In 1875 and in 1880 two more sections were added to the factory, thus bringing it to its present size, and in 1881 the building on Prince Place, now occupied by the Newburyport Shoe Company, was built by Mr. Dodge. In 1888 the business was incorporated as the E. P. Dodge Manufacturing Company, Mr. Dodge being pre-

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sident of the corporation and its principal owner, and remaining at its head until his death. In 1892 the Newburyport Shoe Company was set off from the main corporation, Mr. Dodge being president of that company also and owner of a large majority of the stock; and a few years later he established the N. D. Dodge & Bliss Company, in which he likewise owned the controlling interest.

III

Soon after establishing himself in Newburyport, Mr. Dodge made the acquaintance of Miss Katharine S. Gray, daughter of the late Mr. John Gray. On September 16, 1869, they were married, the ceremony being performed by Rev. Joseph May, at that time pastor of the First Religious Society in Newburyport. They lived at first in the brick house on High Street at the corner of Park Street, where in 1872 their eldest son, Robert Gray, was born. Soon after his birth they occupied for a short time the house on the corner of High and Olive streets, and then Mr. Dodge bought and removed to the residence No. 104 High Street, where their second son, Edwin Sherrill, was born, in 1874, and

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their third and youngest child, Lawrence Paine, in 1885. In 1885-86 Mr. Dodge built the house on the ridge of High Street, where the family has since resided.

Mr. Dodge was very happy in his family relations, and was one of the most generous and liberal of parents. He enjoyed his home. There he spent much time, and found or made opportunity for extensive reading. It was a matter of wonder to his friends how a man so busy, and so apparently engrossed in affairs public and private, could have found time to acquire so full and so well rounded a store of knowledge as his conversation always evidenced. The man of affairs is ordinarily not a man of reflection or of literary acquirement, but Mr. Dodge was remarkable in this direction, and scarcely less so than he was in executive ability and sound business sense. His opinions upon general topics always commanded respect, and indicated reading and reflection which could hardly be looked for in one apparently so absorbed in the activities of life. But from a boy he had been a reader, and until the latter part of his life his reading was almost entirely of a solid and informing character.

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During the seventies, when still a very young man, he was forging his way rapidly to a place in the world and was working with tremendous energy to build up his large business. Few young men would have found time, under such circumstances, for study or mental culture. Yet Mr. Dodge, young as he was and filled as he must have been with the cares and worries of business, was at the same time a student of literature and science. His tastes at this period ran particularly to economic subjects, and the dates inscribed in many of the volumes in his library show that the science of finance and the money question were of especial interest to him. He cared little for poetry, and novels he read but little until a later period of his life.

The time for his extensive reading was at his home in the evening, after the business of the day was over, and it was often prolonged far into the night after the rest of the family were in bed and asleep.

He had the rare and happy faculty of attending to one thing at a time. When the matter in hand was business, that was exclusive of everything else; when it was study, the cares of the day were shut out and dropped as com-

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pletely as if they had never existed, and he became a student as eager and thoughtful as any one who devotes his life to study. The result was that Mr. Dodge was a force which had to be recognized and reckoned with in literary gatherings to as great a degree as in the company of business men in which he mingled.

He took an active part in literary societies very early after his coming to Newburyport. The Lyceum, which had been so popular in New England, and which had been highly successful in Newburyport, flourishing beyond what is easily conceivable at the present day, was nearing its sudden collapse at that time. During its later years Mr. Dodge was manager. But the institution had become obsolete; other interests had superseded it, and neither his management, nor the eloquence of Wendell Phillips, the charm of Emerson, the wit of Dr. Holmes, or the fascinating personality of George W. Curtis could prolong its life beyond the appointed time.

In 1872 a literary society of men and women was formed, with rather a large membership. It was called the Shakespeare Club, and the exer-

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cises consisted of the presentation by some member of the club of a critical examination, either original or selected, of some play of Shakespeare, and the reading of the same or some other, — the characters having been assigned to different members at the previous meeting. Mr. Dodge was a very early member of this club, if not one of the first. Here he showed a very considerable dramatic talent, and revealed for the first time his powers as an actor, which afterwards won commendation so often at amateur theatricals. On two occasions at several years' interval he took the leading part at Dickens parties, at which various characters of the novelist were represented. He had an extraordinary gift for such revels, and it seemed all the more remarkable in one whose dignity in serious matters nearly approached severity.

Another organization, of which Mr. Dodge was an original member, was the Saturday Night Club, formed December 17, 1881, and composed of some of the brightest and most progressive men of the town. Its professed object was "the study of social science and kindred subjects." It was a successor of "The Sodality," of which

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Mr. Dodge had been a member, as had also a majority of the Saturday Night Club, and which Hammond, the revivalist, during his work in Newburyport had stigmatized as "The Infidel Club."

It will be of interest, as showing Mr. Dodge's position at this time on the subject of labor unions, to give from the records what he said during the discussion, at a meeting of the club on February 23, 1884. The subject for discussion was "Arbitration and Conciliation in the Labor Question." Mr. Dodge said that he believed in labor unions; that he never knew one of their demands to be without some justice. When given time the workmen see injustice and agree to reason. A board of arbitration, he felt, could show them how to avoid unreasonable and evil demands, and how to get the best result from organization. At this time he had experienced some strikes in his own factory from not wholly reasonable demands on the part of the strikers, but his was not a mind to form its opinions from the consideration of only one side of a question.

The Tuesday Evening Club was, according to its constitution, an association "for the pur-

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pose of promoting sociability, and for mutual amusement and instruction," and was more of a literary club than the other, as an original essay was read by one of the members at nearly every meeting. Of this club Mr. Dodge became a member at the meeting in January, 1884. He did not venture to offer an original paper before the club until three years after, on February 1, 1887. The fact was that, with all his confidence in his own powers in the conduct of affairs, Mr. Dodge was modest to the verge of timidity on ground where he was not entirely sure, and at that time literary composition was such ground to him.

This quality was illustrated on the occasion of the presentation by Mr. Dodge of his first original paper before the Tuesday Evening Club. He seemed really to consider it as a poor performance, unworthy the consideration of such a society, and this was evidently genuine feeling, and not mock modesty. In fact, the paper was strong in argument, perfect in arrangement, and expressed in felicitous language. The subject was "Protection and Free Trade." And though the author was a protectionist, while several of the members of the club were

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free-traders by conviction, and a majority were of the milder type which poses as "tariff reformers," yet it is recorded that "the literary skill and ability manifested by the essayist in the presentation of his views was conceded by the opponents as well as by the advocates of the protective theory." Mr. James Parton, an ultra free-trader, who advocated the abolition of all custom houses and duties on imported goods, was especially emphatic in praise of the paper. He said that Mr. Dodge's apology for a first attempt at public presentation of literary work was entirely unnecessary, since the paper which he had read would be creditable to a veteran writer of reputation.

From this time until the Tuesday Evening Club and the Saturday Night Club were merged in the Fortnightly Club, November 5, 1895, and in the latter club, of which Mr. Dodge remained a member until his death, he contributed his share of original essays, without apparent diffidence. The subjects which he handled were many and diverse, but political and economic themes were his favorites.

The number of essays and written addresses which were found among his papers after his

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death indicates a range of talents and breadth of mind that is rare indeed among busy men of the commercial world. His papers were uniformly well prepared, strong in thought, lucid in expression, and with a distinction of style that interested the hearers. There was no dozing when Mr. Dodge offered a paper.¹

It will be of interest here to give some ex-

¹ The subjects upon which Mr. Dodge wrote essays for one or the other of the literary clubs to which he belonged, included, among others, the following: "Protection and Free Trade," "The Negro in America," "What shall we do with the Anarchist?" "Bimetallism," "The Labor Question," "Abraham Lincoln."

He delivered a great many public addresses, among them being an address on "Liberal Christianity," before a gathering of Unitarians at The Weirs, July 31, 1890; on "Poverty: its Causes and Cure," at the Unitarian church, March 8, 1891; on "The Essentials to Business Success," before the Newburyport Young Men's Christian Association, February 19, 1892; the annual address before the Essex Agricultural Society at Lawrence, September 28, 1892; on "Associations of Business Men, and the Methods by which they can do most to promote the Welfare of New England," before the State Board of Trade, January 30, 1895; an address on "Municipal Government," before the Boot and Shoe Club of Boston, and another on the same subject before the Unitarian Club of Newburyport, December 5, 1895.

He was called upon to preside or speak at numberless public meetings, and was ever ready to assist with his presence and voice any cause in which he believed.

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tracts, chosen almost at random, as specimens not merely of the vigorous quality of his style, but also of the breadth and sanity of his views. At a meeting of the Fortnightly Club in January, 1898, he took as his subject "The Labor Question." He began with the statement that this is the question which more than any other troubles this generation.

There always have been, and always will be, men of such talents, and perhaps good fortune, that they seem destined to be leaders and masters of other men; and there always have been and always will be a much larger number whose capacity, and perhaps ill fortune, make it inevitable that they shall be followers and servants of those more liberally endowed with what we sometimes call the higher faculties. The spirit of antagonism that exists between these two orders of men is natural and unavoidable, and will probably always remain.

After giving a sketch of the history of the question from the earliest times, when the relation of the employer to the employed was that of brute force, down through the mediæval guilds of merchants and traders, formed for the advantage of the masters rather than the men, to the modern labor unions of the nineteenth century, the writer discussed the question in the light of the Darwinian law of evolution, the

struggle for existence and the survival of the fittest, and closed as follows: —

In order that the principles involved in such a contest may be clearly defined, we freely admit that there are certain facts connected with labor disturbances which are not open to dispute.

The right of the workman to work for such pay as the employer will give, or to refuse it, cannot be denied, whether the employee is a member of a labor union or not. The right of laborers to form unions must be admitted, and they may whenever they deem best refuse to work for the wages they have been receiving and demand an advance, and if their demands are not granted they may properly leave their work in a body.

Up to this point there can be no question that they act fully within their rights, whatever may be said as to their discretion. But whenever men strike and leave their work they clearly have no right to prevent other men from taking their places if other men desire so to do. Violence and intimidation for the purpose of keeping men from taking places vacated by strikers is not only illegal, it is wholly unjustifiable. If appeals to reason made in a legitimate and dispassionate manner will not convince the unemployed that they should not take the places left vacant, then they must be allowed to take them. The law should protect them in so doing, as it should protect every citizen in the exercise of all his personal rights. Nothing will do so much to prevent labor troubles as a recognition on the part of the people of the truth of this statement. Nothing in connection with the labor question

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will do more than this to promote the general welfare, for it is a direct and unembarrassed submission of the question to the decision of competition, and to that tribunal it must eventually come.

Striking workmen almost invariably attempt, by unjustifiable means, to keep other men out of their places. Take this disposition and power from them, and the hundreds of ill-advised strikes that have been thoughtlessly entered upon, and have ended in disaster, would never have occurred.

That there might be justifiable strikes we are not disposed to deny. If natural laws are allowed free action they will be few, and they will usually be successful when they occur. No wise employer will permit one to occur unless it is morally certain that he cannot submit, and a workman would long hesitate to leave his place when he knew it could be taken peaceably by any one desiring to do so.

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There is much apparent injustice, and there is some real injustice in the world. Whenever it exists as the result of human action it is bitterly resented by all right-minded men, and in the end they control public opinion, that most potent force in moulding the action of men.

The establishment of boards of arbitration to investigate labor disturbances is a movement in the right direction. Where injustice is attempted, although such boards cannot of themselves prevent it, they can make the fact generally known, and it will be an extremely doubtful case which cannot be justly determined by the force of public opinion.

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General laws regulating the hours of labor and prescribing the conditions under which men, women, and children may work do not limit free competition, for all are alike subject to such laws. Neither does a fair protective tariff necessarily limit competition in a way to make it antagonistic to the public interest. A protective tariff is defensible only when it permits and secures free competition within the limits of the nation which enacts it. There are industries in our country that have grown up under protection that have developed such a strength that they can hold their own against the world. They have done this by virtue of the fact that they have been subject to free individual competition within their own sphere.

In America there is practically an equal opportunity for all, but the chimera of industrial coöperation with an equal division of the fruits of labor will never be realized here or elsewhere.

We have industrial coöperation now, but under it, in harmony with the demands of justice, the individual is paid according to the value of his service, while the labor agitator proposes that all shall be paid alike, thereby placing the incompetent and ignorant on a level with the skillful and intelligent. Such a scheme is as impracticable as it would be injurious to the welfare of society. It would be a "reform against nature," for nature knows no exact equality.

It is an axiom that the highest paid labor is the cheapest. It returns most in proportion to its cost. The highest paid labor of industrial society is the labor of its

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employers, and it is its cheapest labor. The community gets most from them, and none know better than they that inexorable competition limits their reward. We deal with the general law in respect to employers. There are exceptions, of course, but they only illustrate the truth that law works no more perfectly in the higher than in the lower fields of activity.

In conclusion I repeat, the industrial problem will solve itself when every man is free to go when and where untrammelled competition, the inevitable law that ultimately controls all living things, shall offer him the opportunity for the exercise of his natural powers. Evolution will permit it to be solved in no other way.

At a meeting of the club on January 30, 1900, Mr. Dodge read a paper on Abraham Lincoln. After a judicious and interesting summary of the events of Lincoln's life and a sketch of his character, the writer brought the paper to a close as follows: —

In conclusion I would draw a practical and I think a timely lesson from the life of Abraham Lincoln. Speaking to soldiers he once said, "This government must be preserved. To the humblest and poorest amongst us are held out the highest privileges and positions. The present moment finds me at the White House, yet there is as good a chance for your children as for my father's." His great work was not so much in saving the Union as in preserving uninjured free republican institutions. Born and reared under

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popular government, we forget what it cost, and do not appreciate its value. Under no government but ours is such an opportunity offered to the children of men to work out their own salvation. Under no government but ours is it possible for a life begun like Lincoln's to end like his. Shall we, unmoved by his precept and example, permit our great privileges to be limited or destroyed? Shall we presume that no longer is eternal vigilance necessary to the preservation of liberty? Disease attacks insidiously, and there is much in our social and political life which we applaud or excuse, but which we should rather regard as a cause for serious anxiety. The trades' union that by force prevents a youth from practicing the craft he chooses, commits a crime against individual liberty. The combination of wealth that by force destroys its competitors commits a more brutal crime against human freedom. A fine sense of justice preëminently distinguished the great President. Can we doubt that he would now say with us, What does it signify if by private monopolies the public may for a time be better served while justice is denied to one human being? We pay too great a price when we sacrifice justice for any such material gain. The laws of nature are inexorable, but it has been America's proud boast that here, under the laws of men, there should be equal rights and equal opportunity. To-day soulless corporate greed, political corruption, and arrogant imperialism threaten our democracy. If they are permitted to have their way, it needs no gift of prophecy to foretell the consequences. The people have thrown off the rule of absolute kings; they will peaceably submit to no new form of tyranny.

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Mr. Dodge excelled as an orator, and particularly as a presiding officer at public meetings. He was quick and ready, bright and witty, and in the more formal duty of a presiding officer, when called to address the assembly on his own account, he was impressive and stimulating. No report could do justice to his felicitous manner of introducing speakers on such occasions.

The following address, delivered as presiding officer at the services in memory of Colonel Eben F. Stone, at the meeting-house of the First Religious Society of Newburyport, on April 21, 1895, will illustrate the dignity and force of Mr. Dodge's addresses on serious occasions:—

In the brief remarks I have to make it seems to me peculiarly fitting that I should address you, men and women, as fellow-citizens, for we are here to honor the memory of a man whose long life among us was a striking illustration of those high qualities of character that are most honorable in American citizenship.

The civic virtues, which have been glorified in all ages, were in the life of Eben Francis Stone a vital and a potent force.

He never lightly esteemed his duty to his fellow-men, nor did he carelessly discharge it, and for this he richly deserves our most grateful remembrance. A son of New-

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buryport, he was ever jealous of her good name, and, whether serving her in public office or in his private station, he honored the city of his birth. A citizen of Massachusetts, he was early in life a trusted and influential councilor in her halls of legislation, and by his exalted conception of the obligations of such a public trust he materially augmented the high reputation of her public men.

This sense of responsibility did not limit his public service to that which may be rendered in the security of national peace. When called to answer the highest test of loyalty to his country, uttering sentiments of the loftiest patriotism, he bravely answered the summons, and offered his life on the field of battle, that the integrity of this great Union might be preserved.

When war had ended in victory, and national service demanded the talents of the statesman instead of the heroism of the soldier, he again, in the closing years of his active life, gave ample evidence of the high and unselfish character of his statesmanship in the Congress of the United States.

I would not exaggerate the merits of Colonel Stone. I remember too well the fervor of his injunction, so characteristic of his unswerving honesty, "Say nothing but *truth* of the dead."

Men of greater ability and of wider opportunity have rendered service in importance greatly superior to his, but we may unhesitatingly affirm that in its moral quality his service was inferior to none. He had limitations, but for the most part they were far beyond the reach of our vision.

Few could measure the depth of his sincerity of purpose,

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his quick sense of justice, his sound and exceptionally impartial judgment, his fine perception of the higher interests of life, or the dauntless courage with which he could face any danger in defense of what he believed to be right.

With all these great qualities, he had also a wealth of wisdom, a profound interest in the great questions of the day, a rare discrimination in his estimate of noted men, and a fund of historic reminiscence, which made personal intercourse with him a most valuable and a most delightful experience.

Although he lived for more than threescore and ten years, in a sense he never grew old.

No one ever realized more fully than he that progress to better things is the law of social development.

With a mind ever open to the reception of new thought and to a just appreciation of new conditions, as fullness of years came upon him he retained the buoyant optimism of early manhood.

He never lost his faith in republican institutions, nor his belief in the final triumph of the moral sense of the American people. In his serene confidence that through present wrong we are ever moving towards the eternal right, he never faltered.

They who knew him in the relation of personal friendship knew all these things to be true, and felt how much more of the honor and affection of his fellow-men he deserved than he received, great as was that which was bestowed upon him.

As we would now do justice to his memory, may we be inspired to emulate his virtues!

IV

In considering the social and literary side of Mr. Dodge's life, we have gone far ahead of the story of his career as a man of affairs of immense energy and activity ; of the building up of a great business which prospered from the beginning and brought him a large fortune ; of his public spirit and remarkable way of finding time for engaging in public affairs and impressing his strong personality upon these as effectively as do many able men who devote themselves entirely to public life. Few men of such versatility of powers excel. In spite of the proverb of the jack of all trades who is master of none, which has the sanction of human experience, Mr. Dodge had great ability in the management of private business, he was strong and a leader in public affairs, and in general culture he ranked well with men who devote themselves to making the most of their mental powers.

He had the faculty from early youth of inspiring in the minds of those with whom he came in contact great confidence in his ability as well as in his character. He was very young

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at the time of the partnership with Mr. John H. Balch, but a story is told which illustrates the latter's confidence in him even then. On one occasion during that partnership, Mr. Edward S. Moseley, president of the Mechanics National Bank, in the course of a conversation at the bank with Mr. Balch, said to the latter, "Who is this E. P. Dodge of whom you speak?" Mr. Balch promptly replied, "He is the next president of this bank!" It was a prophetic utterance, for although Mr. Moseley continued to be the president for many years thereafter, he was succeeded in 1900 by Mr. Dodge, who had long been one of the directors, and who as president brought about the consolidation with the Ocean Bank.

Another anecdote of the partnership with Mr. Balch contains also an element of the prophetic, and in addition illustrates Mr. Dodge's ambition and confidence in his own powers. One day the partners were passing across Brown Square when the younger remarked, "There, Mr. Balch, I want to own a factory large enough to cover this square, and money enough to run it." That was the wish of a young man who had but recently reached his majority. Before

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he had gained the threshold of middle age that wish was fulfilled. The factories he built covered as large an area as that of Brown Square, and there was ample capital with which to run them.

A large factor in the early success of the business was the prompt adoption of the McKay stitching machine, while other shoe manufacturers were considering whether it would pay.

A record of the sales from the time of the later partnership will give a notion of the extent and growth of the business.

ANNUAL SALES.

Year ending July 1, 1873	. . .	\$197,910.90
“ “ “ 1874	. . .	211,074.54
“ “ “ 1875	. . .	204,577.39
“ “ “ 1876	. . .	251,013.54
“ “ “ 1877	. . .	373,883.94
“ “ “ 1878	. . .	360,740.70
“ “ “ 1879	. . .	370,156.56
“ “ “ 1880	. . .	448,398.95
“ “ “ 1881	. . .	529,238.55
“ “ “ 1882	. . .	713,989.51
“ “ “ 1883	. . .	887,583.54
“ “ “ 1884	. . .	963,598.02
“ “ “ 1885	. . .	964,689.30
“ “ “ 1886	. . .	1,018,606.47

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Year ending July 1, 1887	. . .				1,067,038.94
“ “ “	1888	. . .			1,022,292.40
“ “ “	1889	. . .			871,455.86
“ “ “	1890	. . .			1,058,943.13
“ “ “	1891	. . .			1,353,599.11
“ “ “	1892	. . .			1,440,250.35
“ “ “	1893	. . .			986,491.56
“ “ “	1894	. . .			908,554.71
“ “ “	1895	. . .			796,963.98
“ “ “	1896	. . .			1,380,402.47
“ “ “	1897	. . .			1,055,047.94
“ “ “	1898	. . .			1,181,235.99
“ “ “	1899	. . .			1,154,454.17
“ “ “	1900	. . .			1,273,148.48
“ “ “	1901	. . .			916,219.38
“ “ “	1902	. . .			1,010,969.57

During the year ending July 1, 1889, there were changes which for the time reduced the amount of sales, and again in the year ending July 1, 1892, the Newburyport Shoe Company was set off from the main company, and took with it the finer work. This was, however, no reduction of Mr. Dodge's business, for he was as much interested in this company as in the original one. The total value of his manufacture, as indicated by the sales, was over \$30,000,000, and this in a business built up from nothing by his own energy and business capacity.

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During all this time there were very few and trifling labor troubles. In the early days after the brick factory on Pleasant Street was built, there was a strike of the lasters on account of the discharge of a couple of men, but this was quickly settled, and did not interfere with the work of the factory seriously nor interrupt it beyond a day. More recently there was a strike of the cutters for a similar cause and with a similar result. There were no strikes by reason of dissatisfaction with the wages. This was the more remarkable from the fact that Mr. Dodge had the reputation with many persons, including some of his own workmen, of being a hard and exacting employer, who considered only his own welfare, and who cared nothing for the interests of those who worked for him. It was a mistaken estimate, and was not shared by the more acute and discerning of the employees. Yet there must have been something in Mr. Dodge's personality which made such an impression upon the minds of many men. The fact is that in this regard, as in many others, he was of a complex character, and might seem to different observers, or to the same observer at different times and under different circumstances, as two

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men of diverse natures. Mr. Dodge was a kindly man, ready to help those who were striving to better their condition. There were many in business in Newburyport who owed a good deal of their success to his advice and aid, and there were many in his employ whom he helped by his recommendation to wider and more profitable fields of employment. On the other hand, he was a just man, as strict and stern in his demands upon others as he was in his own conduct, and though very sensitive to criticism from his fellow-men, he was not to be deceived by flattery, nor would he try to conciliate good will. Moreover he was always master in his own sphere and asserted himself as such, and was intolerant of assumption which encroached upon his authority, as he was also with inefficiency or dishonesty. The fact that in all the years of his business career there were no serious labor troubles in his factory is convincing evidence that the leaders among his workmen were satisfied that they were justly and fairly treated. Many of these expressed their appreciation of Mr. Dodge's fairness and good will whenever they spoke of him.

He was a good judge of men and could very

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accurately gauge their capacity. He selected fit men for the work he assigned to them in his own business, and to this in a large degree was due his uniform success. But that conscientious sense of justice which has been noted in his character would not allow him, out of friendship or even gratitude, to employ any man in a position for which he considered him unfit, or less fit than another man who had weaker personal hold upon him. It is an admirable quality, but it does not add to one's popularity in a world where the fit are few and the incompetent many. With his employees and with the mass of men in the community, Mr. Dodge rather commanded respect for his qualities of mind and character than won popularity. And yet, underneath the crust of strenuous virtues there was a very kindly and lovable nature which his intimates felt and appreciated.

Mr. Dodge was elected a member of the Institution for Savings in Newburyport and its Vicinity in the early part of 1874. Three years later, in 1877, he was elected to the Board of Trustees, and at the time of his death was a member of the Investment Committee and the senior member of the trustees in term of ser-

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vice. His judgment was held in the highest respect by his associates, as the survivors unanimously testify.

The year 1877, in which Mr. Dodge completed the thirtieth year of his life, saw the beginning of his connection with other important institutions. On October 29 he was chosen a director of the Mechanics National Bank, to succeed Captain Joshua Hale. On November 5 he was elected one of the trustees of the Putnam Free School, and remained on that board during the rest of his life, taking much interest in its affairs, as he always did in education, whether as a member of the school committee studying the interests of the public schools, or as a parent supervising the school and college training of his sons.

Later Mr. Dodge became a director in other business corporations, among them the Newburyport Gas and Electric Company and the Security Safe Deposit and Trust Company of Lynn. He was also at one time president of the New England Magazine Company.

The Anna Jaques Hospital was incorporated March 20, 1884, with nine incorporators, of whom Mr. Dodge was one. He was chosen

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treasurer January 1, 1899, and performed the duties of that office during the rest of his life. As treasurer he was *ex officio* a member of the executive committee of the hospital. To his devoted labors and ability, as much as to the generous efforts of the corps of medical and surgical experts who contributed their professional services, was due the successful operation of the hospital. Their services and his were rendered without fee or other reward than the consciousness of a good work well performed. While they gave freely of their professional skill, he conducted the pecuniary affairs of the hospital with admirable economy, and by the application of business principles and sound good sense secured a remarkable efficiency in the hospital work.

In 1900 Mr. William C. Todd presented the trustees with fifty thousand dollars with which to erect a new hospital building. The supervision of this work naturally fell chiefly to Mr. Dodge. He gave his best efforts to the study of how best to meet the needs of the hospital, both as to location and as to the design of the building. It was the work which most interested him during the last two years of his life. His whole

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heart was in it. "If I can only live to see the new hospital completed!" was a wish he fervently expressed during the summer of 1902. At the time he seemed likely to live for several years, but unfortunately his wish was denied him, and he did not live to see the actual work of building even begun. The plans had been prepared under his direction, however, and the hospital thus had the benefit of his experience and wisdom.

The trustees, the attendant physicians and surgeons, and the superintendent and head nurse of the hospital had and have a very high appreciation of the services of Mr. Dodge as trustee and as treasurer. While in the latter office he gave three afternoons in a week to attendance at the hospital, and whenever advice or direction in regard to its affairs was sought by them at his place of business, he was always ready and willing to give them his time and attention.

He introduced system and economy in the financial management of the institution. He saw to it that a dollar should go farther than it ever had before, and that there should be more dollars to expend. He studied the subject with

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the same enthusiasm and thoroughness with which he entered upon any work which came to his hand to do. He investigated the management of other hospitals, and from their financial reports compiled and tabulated statistics which taught him just how much of the income should be devoted to each class of expenses. Before his death he had entered into correspondence with the treasurers of other hospitals, with the hope of securing a uniformity of accounting, so that each institution might easily profit from the experience of the others.

Mr. Dodge's activity and efforts in this work might well be gone into with more detail than space here permits, for they were typical of the man, and illustrated the reasons why success came to him in all that he undertook.

Another body which profited from Mr. Dodge's association with it was the board of directors of the public library. As an *ex officio* director while mayor, and as a permanent director thereafter, his voice and vote were always ready to assist all measures calculated to extend the usefulness of the library.

One of Mr. Dodge's most marked character-

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istics was forcefulness. His strength of intellect and character made him, from his youth, the commanding spirit in every undertaking in which he shared, and in every circle in which he moved. Whether as manager of his business, as director of a bank, as trustee of a public charity, or as a man among men in the social life of his time, he seemed to dominate every situation in which he found himself. It was because of the force and strength of his personality. He *commanded* the respect of all men with whom he came in contact.

V

Throughout his life Mr. Dodge was deeply interested in politics and political questions. He was a Republican, but of too independent a mind to be a servile party man. It was inevitable that a man of his strong powers and habit of doing his own thinking on all questions should find himself, especially in his later years, often in disagreement with the party policy. As early as 1876 we find him presiding at a rally called to support the candidacy of Charles P. Thompson, the Democrat, for Congress, against Dr. Loring, the Republican, whose

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career had been such as to alienate from his support many other Republicans besides Mr. Dodge. It is extremely probable that Mr. Dodge did not vote for Blaine in 1884. Yet he was at this time regarded as a sufficiently good party man, and in 1883 he was a most efficient chairman of the Republican city committee of Newburyport. Later he represented the district upon the Republican State committee, and in 1892 he was a delegate to the National Convention of his party at Minneapolis, at which Harrison was nominated for the presidency. It was the common impression before General Cogswell's death that Mr. Dodge would succeed him in Congress, and had not failing health rendered it out of the question, it is believed by good judges that, if he had chosen, he could have had the nomination and election. Clearly the district would have honored itself by such a choice, for it possessed no abler man or more respected citizen.

In his later years Mr. Dodge's allegiance to the Republican party became materially weakened. In what he felt to be its plutocratic and monopolistic tendencies, he saw nothing but danger, and upon the question of imperialism, so

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called, he was pronounced in his opposition to the party teachings.

In the affairs of his own city government, no less than in the broader field of national politics, Mr. Dodge always took a deep interest. That it was no mere theoretical interest is shown by his years of active service in the city government. As early as 1871 he served in the common council. The following year, when still a boy in years, he was a candidate for the board of aldermen, but was defeated at the polls by Mr. Joseph B. Morss, one of the leading men of the city. In the fall of 1875 he was chosen a member of the school committee. At this time he was twenty-eight years old. The success of his business had become assured, but his cares and responsibilities were very great for one of his years, and his working day was only too apt to last far into the night. It is an indication of the versatility of his tastes and activities that he should have accepted a public duty of this sort when the exactions of his private business were more than enough to absorb all the energies of an ordinary man.

He served on the school committee at this time for three years, and again from 1885 to

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1889 inclusive. During this latter period he took the leading part in the establishment of the training school for teachers, a work in which he was deeply interested and in the successful accomplishment of which he took a pardonable pride.

In 1890 and 1891 Mr. Dodge was mayor of the city. As was to be expected, he conducted the affairs of the office in a wise, efficient, and business-like manner. His administration was especially signalized by the inauguration of scientific street building. The highways of the city had for years been in a wretched condition, and their improvement was a crying need. Mr. Dodge became a student of road construction, and was soon master of the subject. Under his lead a system of macadamized roads was initiated, which his successors have carried far toward completion.

In his inaugural address in 1890, Mr. Dodge spoke of the streets as follows: —

Their present condition is certainly most deplorable. If good roads are an indication of the highest civilization, we should not care to be judged by what ours are at present. That they are in such a state may be attributed to several causes. Only small portions of them have been

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properly constructed, and no repairs can make a road satisfactory that was originally constructed on a wrong principle. The frequent rains of the past year and a half, and lastly the laying of sewers, have combined to disorganize and demoralize what was sufficiently bad before. It is now necessary as a matter of economy, if for no other reason, that radical measures be adopted to give us streets that will be entirely safe, and over which we can travel with a reasonable degree of comfort. In High Street we have an avenue that might easily be made to excel any of equal extent in the country. It should have a roadbed worthy of its great natural beauty. With the electric railroad soon to be built, it will become the pleasure drive of the whole people. It should be put in such condition that all may take both pride and pleasure in it. The cost of transportation on our business streets is materially enhanced by the extra wear of both horse and vehicle, caused by the bad condition of the roads. They should be made such that business may be carried on here with as little expense as in any other city. Something must be done. The question for us to consider is, What can be done within the limit of our means? Not very much in any one year. We can, however, commence with the right kind of work, do what we can, and if it is followed up by our successors, eventually, and in a comparatively few years, we shall have satisfactory results. Unquestionably the best road for heavy traffic which we can consider is that paved with granite blocks, such as Pleasant Street and part of Merrimac Street. The cost is too great for us to adopt it to any considerable extent immediately, but it should be continued on Merrimac, Water, and State

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streets, and I strongly advise that an appropriation be made for laying a limited amount this year. For the greater part of High Street and some of the streets running parallel to it, we must adopt a species of the macadamized road.

He then went on to explain the macadam work which should be done, pointing out the error in one experiment that had been made, and closed with recommending immediate action.

It will be of interest, as showing Mr. Dodge's opinion of the public schools, to quote what he had to say of them in the same address. He said : —

The maintenance of our free public schools is justly regarded as of the highest importance. The education they give is essential to good citizenship, and the commingling of all classes for a common purpose promotes that feeling of equality and mutual confidence so essential under our free government. I deprecate the establishment of sectarian or private schools of any nature or description, except for the very young or of the higher grades. To counteract the tendency to establish such schools, the public schools should be made as thorough and perfect in system as possible. We should direct our efforts to the primary and grammar departments almost exclusively. Truancy should be abolished. Attendance for the full year should be regular and prompt, as such discipline would be

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of almost as much advantage as the knowledge acquired from books. If the lower grades are properly cared for, the higher grades can safely be left to private interests and munificence. I question the right of supporting high schools at public expense, and I am sure that no necessity for it exists. If the public does its full duty in connection with primary education, it will have done enough. It cannot be said to have done that duty until it sees that no child reaches adult years without having been thoroughly taught in all the primary and as much of the grammar school course as is possible. I hope an efficient truant officer will hereafter be steadily employed.

Mr. Dodge's feeling, here expressed, that perhaps high schools should not be supported at the public expense, should by no means be taken as indicating any disbelief on his part in the value of higher education. In fact, he was a very strong believer in its value. That his own school-days had necessarily ended when he was sixteen years old was a fact he never ceased to deplore, and from his early manhood he was resolved that his sons should have the benefit of a college training. He lived to see two of them graduate from Harvard, and the third almost ready to enter. They recall that from earliest boyhood there never was the slightest question of their being destined for college.

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After his first term as mayor Mr. Dodge was reëlected by a very large majority, notwithstanding that his opponent was a highly respected citizen who had formerly been mayor of the city. The people realized the value of the service they had received during the past year, and meant that it should continue. Fortunate indeed is the city that can command talents like Mr. Dodge's for the work of its government.

VI

Mr. Dodge was brought up by his parents in the strict school of New England orthodoxy, but while still emerging from boyhood to manhood he came under Unitarian influence, and when, in early manhood, he settled in Newburyport, he became a member of the First Religious Society. Rev. Joseph May, the pastor of that society at the time, officiated at the marriage of Mr. Dodge, and Rev. Samuel C. Beane, D. D., conducted the services at his funeral.

Whatever duty Mr. Dodge undertook he performed thoroughly, and whatever society he thought it worth while to join he served faithfully and constantly. He was one of the most

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regular attendants at the Sunday services at the Pleasant Street Church, and was an active worker in the affairs of the society. He was prominent in organizing the Unitarian Club and making it interesting so that others than members of the society were attracted to its meetings, and during several seasons he was its president. He was liberal in contributing to the pecuniary needs of the society, as he was always in assisting the charitable organizations of the city. When the Essex County Unitarian Club was formed, Mr. Dodge became a member and for some years was its president. The Essex Unitarian Conference also had the advantage of Mr. Dodge's ability to make its meetings interesting and profitable, and he was its president from 1890 until 1895. As a presiding officer he was admirable, dignified, quick of apprehension, prompt in decision, and witty and apt in recognizing those who took the floor to speak or to introduce business for consideration. Never was he more brilliant as a presiding officer than at the centennial celebration of the building of the meeting-house of the First Religious Society. This was held on October 31, 1901, less than a year before his death. Al-

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though suffering from a mortal chronic disease, he was the brightest spirit present, and contributed fully as much as any of the speakers on that occasion to make it interesting and memorable to every one who was present. No report could have done him justice, but the felicitous manner in which he introduced the speakers and the bright and appropriate side remarks which he interjected were a large contribution to the pleasure of these exercises.

At one of the Unitarian summer outings at the Weirs, Mr. Dodge delivered an address on Liberal Christianity, which was well received and highly spoken of by those who heard it.

Mr. Dodge believed in the essentials of religion and had little faith in the theological forms of any sect. He held that what is true in any form of religion is common to all forms, and what is peculiar to any one is fallacy. Before the days of Emerson and Theodore Parker one who held such an attitude would have been stigmatized as an infidel and perhaps as an atheist. But Mr. Dodge was recognized as a religious man, having the essentials of Christianity and the lofty aspirations and the stern sense of duty which have been claimed for the Calvinists,

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whose blood and training he inherited. He had the virtues of that sect without its narrowness and intolerance.

VII

The strenuous life which Mr. Dodge had led, striving to excel in every direction, and with such remarkable success, was too exacting even for his vigorous constitution, and the last twenty years of his life were a literal struggle for existence, a fight against an insidious and incurable disease, induced by his having overtaxed as a young man the extraordinary powers of his mind and body. The first notice he had of his danger was in 1883, when he applied for additional life insurance, and was rejected on the medical examination. The words of the examiner, "You have not ten years to live, sir!" were as lightning from a clear sky. The first great battle of his life, for a place in the world, he had already won, only to begin on the second, — for life itself.

He procured the best medical advice, and from that time took more recreation, left more of his business to others whom he could trust, and by adhering to a strict regimen under the

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advice of his physicians, and by travel on tours of pleasure and observation, he managed to live twenty years longer. He faced the foe with a cheerfulness which demonstrated the strength of his character, and maintained an activity in every interest, even now, which would have been enough to engage all the powers of an ordinary man. His mind remained clear and strong and his courage and will firm while his physical health was sapped by the disease.

During this period Mr. Dodge traveled frequently. In the summer of 1880 he had made his one trip to Europe. In 1885 and again in 1894 he visited Florida, and in 1888 the Yellowstone Park. In 1897 he crossed the continent and traveled extensively through the Pacific States. In 1899 he made a tour of Mexico, which interested him greatly and formed the subject of a very entertaining address delivered by him on several occasions. He made various shorter trips, and before he died had visited practically every State in the Union and various parts of Canada. He believed thoroughly in the value of travel, and encouraged his sons, from their early youth, to see as much of the world as possible, as a part of their education.

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A good deal of what has here been related of Mr. Dodge occurred during this period after he had been pronounced upon by the medical examiner. He maintained with cheerful courage all the vivacity of his years of vigorous health, and his conversational and social charm was increased rather than diminished by the relaxation from business engrossment forced upon him by his physical condition. But his constitution was sadly undermined, and when an attack of pneumonia came, in the latter part of September, 1902, he had no chance against it. He remained about a week, apparently with little suffering, and on September 30 peacefully breathed his last. The funeral services were attended by the family and a few invited friends, and were conducted by Rev. Samuel C. Beane, D. D., pastor of the First Religious Society.

Mr. Dodge was about five feet eight and a half inches in height, broad-shouldered, of a compact, strongly built figure. He had a clear and rather ruddy complexion, and blue eyes of sharp expression which saw everything and gave the impression of dauntless courage and irresistible will. He walked rapidly and was prompt in every movement without giving the impression

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of hurry. He was good-looking rather than handsome, with a noble head, an intellectual forehead, and a general bearing that struck one at first meeting as that of a remarkable man, one of the born leaders of men. Courteous and gentlemanly in society, he could be hard as flint toward an opponent, and he had a vein of sarcasm that would wither one who attempted any disrespect toward himself or the plans he most cherished. His cousin, Mr. Donallan, says of him, "Elisha could be as rough as a blacksmith's file, or he could be the most conciliatory of men, and he knew well when and how to use either quality."

Whatever faults Mr. Dodge may have had, there were none of which he or his friends need be ashamed. Just as in his lifetime his opponents could find no weak point in his character to attack, no eccentricity to ridicule, so after his death his best friends could well say in the words which Mr. Dodge attributed to Colonel Stone, "Say nothing but truth of the dead." This is as he would have wished it, since his characteristics, whether they deserve admiration or disapproval, were those of a masculine, strenuous nature, too ambitious and self-poised to be

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allured by soft vices, or to fall into any meanness of act or speech. If there was a certain severity and hardness in his character, he was just, and at the same time generous.

While Mr. Dodge was a man of irreproachably pure morals, he was not censorious toward those who were weaker than himself in this respect. He acted on the maxim of the ancient sage, "Exercise the widest charity toward the failings of your fellow-men and the severest scrutiny of your own." His business integrity was above suspicion, and instinctively men felt confidence in the justice and honor they would meet in dealing with him. He had the magnanimity which appreciates the just claims of others and yields to them as readily as it asserts its own. His intellect was as capacious as his sense of justice, and as he felt the rights of others, so he saw the reasons for or against any proposition or course of action far more clearly than most men. Therefore his opinions were well founded in reason, and were respected by the most acute even when they were not enforced by argument. When one differed in opinion from Mr. Dodge he had good cause to review the grounds of his own opinion, lest there

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might be arguments which he had overlooked, and which Mr. Dodge had considered.

His mind was alert as well as powerful, and with a ready wit and happy flow of language he was powerful in argument, and would have shone at the bar if he had made choice of the legal profession. Indeed we may well believe that he would have excelled in almost any sphere, for in every position to which he was called he proved himself more than equal to the occasion.

Men of good judgment who knew him well have often expressed the conviction that he would have distinguished himself in public life, had not ill health placed such a career beyond the possibilities. As a young man he had some ambition in that direction, which, after the success of his business was assured, might well have been gratified. But his physician had warned him many years before his death to give up all ambition, and there was nothing for it but to heed the warning.

The death of Mr. Dodge made a profound impression upon the people of all the region in which he had lived as the foremost man among them. Though there have been men of wider

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distinction in certain directions, it is not too much to say that as a well-rounded and complete character there has been no one who could be said to surpass him among the many great men of whom Essex County has been proud. His achievements far surpassed those of ordinary successful men, but Mr. Dodge was greater than any of his achievements.

Dying just before his fifty-fifth birthday, he was survived by many who had watched his entire career from the days when, as a boy of twenty, without money or influence, he had established himself among them. They, and the younger generation too, who knew him only in his later years, united in paying tributes to his memory. His loss was felt keenly by the public, and it will be long before the splendid record of his life can be forgotten by those among whom he lived.

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THE funeral of Mr. Dodge was private, but he had been so prominent a citizen and so much of a public man that it was felt to be only fitting that the people generally should have an opportunity to gather and pay tribute to his memory. Consequently a number of his fellow-citizens made arrangements for a memorial service, which was held at the Unitarian church on Sunday afternoon, November 16, and was attended by many representative citizens, including the members of the city government and a large number of the business and professional men of the city. The church was simply and appropriately decorated with flowers.

The service opened with an organ voluntary, after which the devotional exercises were conducted by Rev. Samuel C. Beane, D. D., and there was singing by the choir. Hon. John J. Currier presided. In his opening remarks he spoke as follows:—

REMARKS OF HON. JOHN J. CURRIER

Ladies and Gentlemen :

We have assembled here to-day to pay a tribute of respect to the memory of one who has

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been closely identified with the business interests and public life of this community. We do not seek to magnify his virtues or claim for him attributes that he did not possess.

Men as we find them, in this world of ours, are never perfect, never absolutely free from idiosyncrasies, never without some slight fault or weakness, never so thoroughly consistent in conduct and character as to be beyond the reach of criticism; and yet we can with propriety commend their virtues and express our admiration and appreciation of their work and influence in public or in private life, although they may have done some things they ought not to have done and left undone many things that they ought to have done.

Since the incorporation of Newburyport, in 1764, men living within the limits of the town, like William Bartlett and Moses Brown, not to mention others of a later date, have acquired large fortunes by business enterprise and sagacity, while still others educated for a professional life have attained honor and distinction in the pulpit or at the bar. But looking back over the long list of worthy men who have been prominent in this community I find no one who

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has combined, in his own personality, business ability and intellectual vigor so thoroughly or effectually as Hon. Elisha P. Dodge, whose life and character we commemorate to-day.

With natural abilities of a high order, he was well equipped for the work he was called to do, and without the advantages of a liberal education, he was quick to apply the knowledge that he gathered from men and books.

In the management of public affairs he was wise and sagacious; in business, shrewd and skillful; in private life quiet and unostentatious. A judicious reader, a sound thinker, and a ready writer, he was also fond of club life, and a lover of out-of-door games and sports.

I shall not attempt to analyze his character or try to trace the growth and development of his intellectual faculties from early youth to mature manhood. His habit of thought made him what he was, — a broad-minded and many-sided man, — as will appear when the story of his life is told by those who have been invited to speak of him from different points of view. I therefore ask you to give your attention to a brief presentation of the facts relating to his public life by his Honor Mayor Brown.

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MAYOR BROWN'S ADDRESS.

The part assigned me upon this occasion is to speak of Mr. Dodge as a public man, to make some mention of his service in official station, to which he was repeatedly elected by his fellow-citizens, and to call to your attention his honorable record in the many semi-public corporations, associations, and trusts with which he was identified and for which he was always sought. Beside his record in those various places, I shall beg leave to make some brief allusion to his character in that broader sense in which, whether in or out of office, he was preëminently a public man, always with practical, decided views upon every question affecting the public weal.

Mr. Dodge entered the city government in the year 1871 as a member of the common council. In 1875, and during the two years following, he was a member of the school committee, and afterward, from 1885 to 1889, he again served upon that important board. In December of the year 1889 he was elected mayor of the city, taking his seat in January, 1890, and being reëlected for the succeeding year.

During Mr. Dodge's membership in the

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school committee, and in fact throughout his life in Newburyport, he displayed the highest interest in educational problems. He was unquestionably one of the strongest forces in the advancement and development of new and improved methods in our own school system. I understand that he took especial interest in the installation of the training school for teachers, in the year 1889; that it was largely through his efforts, joined to those of the late Mr. Bliss, and with two other gentlemen, still living, that the important undertaking was carried into effect.

From its commencement that school has been a complete success; it has accomplished all that its promoters foresaw and hoped for it. It affords to young women of our city the higher training that in these days of progress is considered necessary in the teaching of even primary and grammar branches.

Graduates of the school are among our own successful teachers, and many of them have found honorable and profitable employment in their profession in other cities.

During a part of the time that Mr. Dodge was connected with the school committee he

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was likewise one of the board of trustees of the Putnam Free School, of which last-named body he was a member until his death.

It is not my purpose to speak of certain controversies which from time to time, during the past twenty years, have occurred between these boards in the affairs of the High and Putnam schools; to do so at this time and in this place would be most unseemly. I make mere allusion only to have an opportunity to affirm with absolute conviction that Mr. Dodge in the dual responsibility thus placed upon him never swerved from a just, straightforward course; whatever he advised in relation to those schools was, in its last analysis, for the equal good of each and for the distinct advantage of the city. His duties as a trustee and as a citizen were never for one moment confused in his clear, impartial mind.

The course of legislation in the city council, as shown by the records during the administration of Mr. Dodge, makes it plain that his strong personality was most effectual therein.

Among public men it is always interesting to note the especial trait of character, the peculiar gift, the particular method which commands for

them influence and success among their fellows. There are men who ride to power and there are those who crawl. Some individuals possess a certain magnetic quality that attracts and holds the allegiance of other men, almost against their judgment and their will, and there are men who arrive at power through a gift of generalship in all affairs; skill in diplomacy is theirs, and the nicest tact, sometimes but another name for policy not always wholly honorable.

Mr. Dodge, I am convinced, owed his own great influence upon men in his administration and wherever else it was exerted to the fact that his opinions and his plans were always thoroughly thought out from their beginning to their conclusion, — every issue, collateral or direct, every possible consequence was carefully considered and foreseen. In his own mind his plan was clear. It was presented in plain, terse English, and he was supported by a quality of reasoning not easily to be gainsaid.

To his wise counsel while mayor of the city we are indebted for the great improvement in the condition of our highways which has been attained in the last ten years. The practice, which he advised and inaugurated, of adding every

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year to the number of our finished streets has been followed by every later administration. Our people should not forget at whose instance the work of macadamizing our highways was begun.

In his conduct of city affairs Mr. Dodge was always an economist, but not in a miserly or narrow sense. While doing all in his power to prevent waste and extravagance he advised and permitted even large expenditures when the public need was manifest and when it was shown that the money's worth would be obtained.

I noted in the aldermanic record that it was very early in Mr. Dodge's administration that the first city ordinance was passed for the protection of our trees. In this connection I may bring to your notice Mr. Dodge's membership in the City Improvement Society — of that association he was for many years the president. In that position, doubtless, he used his customary effort in making the society the beneficent agency which it really is in our city life.

As a member of the permanent directorate of the public library, Mr. Dodge's advice and experience and his cultivated taste were of

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the highest value to his colleagues, and to the people.

In the concerns of the Anna Jaques hospital Mr. Dodge's devotion was peculiar and unflinching. As treasurer of the corporation he bestowed his care upon its financial welfare, remembering it substantially in his will; but beside and beyond all this, so ardent was his wish to see the establishment complete in all its parts, lacking nothing that should add to its efficiency, that he made a personal study of hospital work, investigating all modern appliances and conveniences, all new discoveries, all hospital history in fact, that this institution might be perfect of its class.

Upon questions of State and national politics Mr. Dodge stood with the Republican party. His individualism was too great to be bounded entirely by what are known as party lines, upon points of minor importance, but in general and upon the really great issues of the time he was a staunch Republican. He was present as a delegate from the Essex district at the national convention of the party in 1892, when Benjamin Harrison was nominated for the presidency. For years he was a member and chairman of our

Republican city committee, and he carried to that body the same systematic attention to details of every nature that throughout his life was so conspicuous in whatever he undertook.

Any account of Mr. Dodge's public life would be incomplete and inadequate that should pass without mentioning his career as a great merchant and manufacturer. That phase will doubtless be treated in detail and at length by another speaker, but it cannot be improper here to say at least a word in recognition of the talent, I may say the genius, which conceived and wrought into wonderful success the great industrial enterprise which bore his name and which I suppose comes first to many minds as they recall the things accomplished by him of whom we speak this afternoon.

I know full well that this short address fails to do justice to its subject. A summary of certain places of honor and of trust held in his lifetime by one departed, some few specific deeds of his recalled, with here and there a note of comment and appreciation, — that, you say, is all.

I pray you, then, that you regard this sketch as but an index or a text, which if you follow

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in your minds shall indicate the person and the memory of a man who doubtless had his faults, but who in respect of combined and varied powers, gifts, attributes was in this community the central figure, as he passed away. About that figure there are higher, lighter, and warmer tints than those thus far presented, and their portrayal is happily confided to a closer intimacy and a finer touch than mine.

It is for the memory of Elisha Perkins Dodge as a broad, high-minded citizen that I invoke your deep respect, your high regard.

In his last inauguration address these words occur: —

“Every man should have an opinion on public affairs, and express it and act upon it on all fitting occasions.”

This brief sentence might be called the epitome of Mr. Dodge's convictions and the rule of his own life and conduct as a public man. It is a rule that every man, without regard to the degree of his own knowledge or his own attainments, may follow if he will. It is a rule which every public man must follow, if he would retain his own respect, or in the end, that of his fellow-men.

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In these simple, but wise, strong words, he whose memorial we keep to-day yet speaks to us from that dim country whither he has fared.

At the close of Mayor Brown's address Mr. Currier said: —

In the words just spoken the public life and character of Mr. Dodge have been, I think, fully and faithfully presented for your consideration. A gentleman for many years associated with him in industrial enterprises has consented to speak of him as a manufacturer and man of business. I now have the honor to introduce Mr. Charles A. Bliss of this city.

ADDRESS OF MR. CHARLES A. BLISS.

Mr. President, Ladies and Gentlemen:

One does not need to live long to know that this world does not produce men of unerring judgment, perfect attainment or character. So many men make partial or total failure, either financial or moral, it is the more profitable and encouraging to contemplate the lives of men who have attained marked development of character and ability, — men who have held high ideals of integrity coupled with energy and

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ambition for great attainment, and who in spite of obstacles, distracting and discouraging environment, and in spite of mistakes, have persevered in a constant, consistent, and determined manner in a course of life which has appeared to them to be right and best, and who have, as the result, secured in their spheres success which the world may well honor, and which we do well to study.

It is right that we should recount the virtues and the accomplishments of such men, for their influence is great.

It is in memory of such a man that we are met to-day. Representing those who have known him by intimate association for many years, I am sure that the words which I shall say in praise and appreciation of the late Elisha P. Dodge may appear to you to be both fitting and deserved.

I have known him as a man of fixed and positive ideas of right and wrong, based upon a careful study of life and men; moreover, as a man of fixed purpose to do right and to deal justly by all. I believe that he always adhered to this purpose, while he vigorously worked to attain his ambition to be an influential factor in the business world and a leader among men.

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That his achievements have been great, yonder buildings which he kept fully busy with the hum of industry for many years testify; that his business methods have been exceptionally fair and praiseworthy, hundreds of men who have worked for him freely admit. That his influence and example for uprightness, strict honesty, and industry have always been strong and unqualified, our merchants and bankers know by profitable experience, for they have gained much and lost nothing.

Mr. Dodge's influence and reputation as an honest and able man were not confined to any narrow limits. In the wholesale markets, as at home, his rating for real worth, moral and financial, has always been high. Fortunate indeed was the house which enjoyed his patronage; moreover, the fact that he was in any way connected with an enterprise was all that was needed to inspire complete confidence.

In almost every city in the United States, during the active days of Mr. Dodge's career as a manufacturer, his name stood for quality, honest value, fair treatment, and good service. He always impressed upon his associates the need of recognizing the customer's rights. No

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citizen of Newburyport has done more to make the name of our city known, and favorably known, throughout our country.

Such a career is never the result of chance, special opportunity, or other fortunate circumstances. Lives which are permanently successful are based on character and real ability. These qualities Mr. Dodge possessed to a marked degree.

His career was the natural result of the development of certain marked characteristics which were prominent even in his young manhood. Those who knew him as a young man speak of him especially as one who had the capacity and the disposition to learn his lessons and to learn them thoroughly. His mind was clear, his judgment excellent. He was an example to his fellows as a student. His mind grasped the subject, which he studied in all its aspects. What he learned he made his own, and retained.

I attribute Mr. Dodge's success to the vigor of his mind, the habit of close, detailed study, a great capacity for work, and confidence in himself when working along lines which he had thought out to their remotest conclusions.

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These qualities alone would not have brought success. We must take into account his habits of frugality, temperance, faithfulness to the details of his business, his thorough, systematic methods, his native and habitual honesty, and his strict performance of his promises, together with good judgment of men, all important requisites, but really all the outcome of the first great requisites, a good mind and a capacity for work.

These characteristics of mind and disposition which were noticed in early life were prominent throughout his whole career, and were such as would have given him success in any field of enterprise he might have chosen.

Mr. Dodge was a man given to much thought and study, even to the little details of his business. He never did anything haphazard. He was moderate rather than quick; but there was no time lost, every minute counted for thought, and when the time came for action his judgment seldom erred.

From a careful consideration of his life, I am satisfied that another of the great reasons for his success was his habit of making a definite plan, after thorough consideration, for every

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enterprise which he undertook, and a persevering adherence to that plan until he was satisfied that he was wrong, when he would as industriously seek a new solution for the problem.

His habit of doing his own thinking is well illustrated by the incident of his first going to Troy, N. Y., to work for his brothers. He had long wanted to make this beginning of his career, and much correspondence had passed between the brothers. They were quite willing that he should come, but he was willing to go on one and only one basis, and that the one which he had thought upon and to which he adhered because he thought he saw success in the plan which he had made.

A man so hard to move from his conviction, whose position is the result of thought and not stubbornness, is hard to withstand, and Mr. Dodge commenced to learn the shoe business along lines which appealed to him as wisest, the brothers allowing him to commence work in the cutting department of the factory, as he had suggested.

From the first he had his eye on the practical end of the business, the making of patterns, the sorting and cutting of stock; and in these de-

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partments he became expert because he studied them and improved on what he saw about him. He imitated only that which appealed to him as wise, and declined to do things by methods which may have been common, but which were not economical and practical.

He never imitated anything until he had studied the reasons for doing work in any given way. If a plan was good and proved successful in the hands of others, he adopted it. It is but natural that such a man should have profited much by the mistakes of others. This habit of imitativeness was recognized as a prominent characteristic of Mr. Dodge in his younger days. He had marked ability to understand and to accomplish what he saw others do, in some cases showing much mechanical ability.

Mr. Dodge's grand business career, which covered about thirty-eight years, and which meant so much to him in the expenditure of thought, ingenuity, real labor and care, which would have been the undoing of many, and which taxed his strength to the utmost, can be quickly recited.

At seventeen years of age he commenced to work for his brothers at Troy as a shoe-cutter.

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He learned so quickly that he had mastered thoroughly within two years all the rudiments of the business, which in those days was done in smaller volume and on a wholly different basis than now. His opportunity to study all departments, to judge of materials and the best way to put them together, was excellent. He was therefore ready and able within a short time to take charge of the business established with his brother at Lynn, his own contribution to the capital being just one hundred dollars. Because of good borrowing facilities with the banks in this city, the business was removed, after four months, to Newburyport, where the rooms directly over the First National Bank were used as the first Dodge shoe factory in this city.

At the end of another year we find Mr. Dodge, still a minor, at the head of a firm which did business on a considerable scale and which was successful from the very beginning.

The business soon demanded larger quarters, and a frame building on Pleasant Street was erected for this firm, whose business grew rapidly because of their commendable business methods and the merit of their product.

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Various partnerships existed from 1867 to 1873, at which time the first section of the present brick factory of the E. P. Dodge Co. was built. To suppose that Mr. Dodge's course was all easy sailing during these early years would be far from right. From men who observed Mr. Dodge in those days, I know that he worked early and late. His activities were constant. He allowed nothing to escape his oversight; moreover, all students of history know of the great financial crisis which Mr. Dodge passed through with safety because of his good credit, good judgment, and careful management.

It is a significant fact that very early in his career he gained the confidence of the moneyed men of our community, which confidence he has always held to a remarkable degree. The business began to grow so rapidly that in 1875 it became necessary to build a second section of the factory, and this section was made to front on Prince Place. The buildings as they now exist were completed in 1880, the business continuing to be operated by E. P. Dodge & Co., up to the year 1889, when the E. P. Dodge Manufacturing Company was formed, which continued to the present year.

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In 1881, Mr. Dodge built the large factory now occupied by the Newburyport Shoe Co.

The volume of business which the various concerns managed by Mr. Dodge have done is almost incredible, running into many millions of dollars; a remarkable record this, covering about thirty-eight years of good, clean, safe business. Not many records can be produced as clear. Such a record shows out the more clearly when compared with many large enterprises begun under more favorable circumstances, which have prospered until their managers wearied or rusted out, and then resulted in the inevitable ruin of many.

The service which Mr. Dodge has incidentally rendered to this city and vicinity and the country at large has been great, and should not be overlooked. It has been stated that when he commenced to manufacture shoes the business was in an unsystematized and undeveloped state. Usually manufacturers would cut the shoe uppers, send them to a contractor to be fitted, and to another contractor to be bottomed and heeled. This method was expensive, wasteful, inconvenient, and very slow. Mr. Dodge was one of the first to combine the many parts

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of shoe manufacturing under one roof and to build and successfully operate a large establishment where from the raw materials shoes were made up complete from start to finish under the management and care of one man. Others who have followed owe much to the example set by him, who was one of the pioneers in the manufacture of shoes on a large scale.

Many machines have been tested and discarded, hundreds of others have been improved, and are still in use, which Mr. Dodge's establishment demanded and aided to their perfection. Much credit should be given to him for the insight which he had in estimating the value of these new inventions, as well as for his great generalship, which made a success of manufacturing on a large scale where others have failed.

In speaking of the success of these enterprises, I wish to give due credit to the able men who have been associated with Mr. Dodge, some of them for many years, and who have always given him their hearty coöperation.

Mr. Dodge was a man of great courage and faith in the future. When he had demonstrated to his own satisfaction that he could make a

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success in manufacturing, he did not lack the courage to attempt larger things, but withal, he planned with a large degree of caution for the future.

He built factories in three sections, planning that as he needed more space he could get it without the loss of time in the operation of his business, and without the loss of any material in the construction. The three factories in one, and yet distinct, is a monument to his wisdom and his foresight. It is safe to say that whatever he built was carefully planned on paper, and existed in his brain long before the excavations for his buildings were made. Like everything else he did, the foundations were laid in thought and real wisdom. This city has much reason to be thankful for an institution in her midst so safe and constant in its operation. Its value to the community cannot be overestimated.

One cannot but remark the almost entire absence of bitter feeling between employer and employee which has characterized the business operations of Mr. Dodge. It is but natural that during a period when machinery was fast taking the place of methods of work by hand, there

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should be some temporary misunderstandings, but it is greatly to the credit of this man that he endeavored, and was usually able, to see the workman's side of the question as well as his own, and it was not often that mutual confidence was not quickly restored.

I wish to make the point that Mr. Dodge prospered because he possessed faculties of mind and energy which others do not have, and not because it was his policy to buy cheap materials or to hire cheap men. The rate of wages regulates itself, and quickly finds a level. Firms do not, for any considerable length of time, prosper because they pay less for labor than others, but because they know how to utilize labor and materials to better advantage than their competitors. Other firms fail because they lack this knowledge, and not because they are generous with their employees. In ten years of active service with Mr. Dodge I never knew him to recommend the use of inferior quality or even suggest a low price for labor.

It has been my privilege to know some of the mechanics who erected the factory buildings for Mr. Dodge. They speak of him as methodical and exact. It is to his credit as a business

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man that he had the faculty of getting everything into a contract which might be considered essential. He studied buildings and materials as he did shoes and men, and was fully informed. He wanted the greatest value at the lowest expenditure consistent with getting the desired result. Men who are willing to pay more must charge it to ignorance, not generosity.

In fact, Mr. Dodge was thoroughly consistent. He recognized as a young man that if he were to amount to anything he must make every moment, every scrap of material, and every cent count. Whatever he did was a result of all the information which he could then obtain. He is to be commended because he had the faculty for ascertaining what was better in materials, and what was cheaper in the mode of construction which his purpose required.

Had he been less diligent, less thoroughly informed, his success would have been less, his service to the community far smaller. The qualities which made him rich made him also a producer of shoes in which value and utility were the chief characteristics. The same qualities made him for more than a quarter of a century

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a buyer who never failed to pay every cent he owed, and aided to keep his works busy many seasons when business was at a standstill elsewhere.

Newburyport and the business world have reaped an inestimable revenue because of his careful expenditure and management. He was true to his trust. How many men have transacted so much business, built up so many buildings, sold so many goods, employed so many workmen, and have an equal record for exactness in the fulfillment of their promises and contracts?

For many years Mr. Dodge was a director, and finally the president of the Mechanics National Bank, also a member of the board of trustees and board of investment of the Institution for Savings, and he made a most efficient officer, one who influenced the policy of the banks to a large degree.

He manifested in his work at the banks the same diligence and good judgment which have always characterized him in his own business. Regular in his attendance at all meetings of the board, he came fully equipped with exceptional knowledge of values, of men, and of affairs. No more practical or reliable man ever served on

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the directorate of a bank. The public cannot too fully appreciate the faithful services of such men, who by their shrewd and careful management have helped to make our banks the permanently safe institutions for which this city is noted.

Mr. Dodge's judgment of character was excellent; moreover, his knowledge of successful manufacturing made his facilities for judging the probability of success for the enterprises of would-be borrowers far above the average.

He was quiet and reserved in expressing his opinion until he had considered all of the reasons for or against any given policy. I knew from personal experience that his opinion was sought and greatly valued by banking houses and private firms doing a great credit business.

I have spoken of Mr. Dodge as I have seen him and knew him. You who have not known him as I have described him may not have as good a vantage point from which to view and study his character. During the past few weeks I have had opportunity to talk with many men and women who have known him as an employer for years, and the universal testimony has been that in addition to being the wise and

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able director of affairs, Mr. Dodge was an honorable employer who never intentionally did or allowed an injustice to be done to any one he employed.

I count it a great honor and a privilege to have had the confidence and intimate acquaintance of such a man, one who was ever courteous and just to the best of his knowledge, one who was so clear-headed, so well informed, one who was so thorough in everything he thought and did, one so versatile that there were few subjects which he could not discuss off-hand with profit for those who listened, yet one who was frank to admit that he did not know, if it happened that he was not informed.

Mr. Dodge was a remarkable man in that he never pretended that he knew about any subject which he did not fully understand. No pretension, no ostentation, no false pride, a willingness to learn from any one, even the humblest in his employ, a man who was as approachable when he was independently wealthy as when he was at the beginning of his career. It is a remarkable fact that this man did not change his habits or his demeanor as his wealth and resources increased.

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He gained his success because of real ability and great steadiness, and he accepted his reward with modesty and gentlemanly dignity. Those who knew him best respected him most, valued his advice, and trusted his word implicitly. His life and work hold up to us high standards for endeavor and should encourage us to strive to make our lives noble and our influence good.

After the close of the remarks made by Mr. Bliss Mr. Currier said : —

Although Mr. Dodge was prominent in the public life of this city, and active and energetic in business, he thoroughly enjoyed recreation and relaxation and devoted much time to the consideration of the political and economic questions of the day.

What he did and what he said at the social and literary clubs of which he was a member is the subject of a paper that has been prepared for this occasion, and will now be read by Mr. Nathan N. Withington of Newburyport.

[The substance of Mr. Withington's address has been embodied in the Biographical Sketch with which this volume begins, and it is consequently omitted here.]

PRESS NOTICES

FROM THE NEWBURYPORT HERALD, OCTOBER 1, 1902.

HON. E. P. DODGE died at his home on High Street, on Tuesday afternoon, after a brief illness.

Mr. Dodge indulged in a game of golf at the Country Club last week, and took cold as a result of becoming overheated. Last Wednesday he went to Boston and returned in the afternoon very ill. He took to his bed immediately, and on Thursday morning pneumonia had developed. The disease was not very severe at first, and but for an organic derangement with which he has for several years been affected, his physicians would have felt encouraged. As it was, grave doubts as to his recovery were entertained from the first. Dr. J. F. Young was constantly with Mr. Dodge during the last forty-eight hours of his life, and in addition an eminent specialist was called in consultation on Monday.

Elisha Perkins Dodge was born in Ipswich, Oct. 5, 1847, and got his education in the public schools. At the age of sixteen years he engaged as assistant in the survey for the Schenectady & Catskill Railroad in the State of New York. He then entered as

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a clerk with his brother, M. W. Dodge of Troy, in that State, a manufacturer and retail dealer of shoes, where he learned the rudiments of a business in which he attained to such eminent success. In 1865 he returned to Massachusetts and became a partner with his brother, N. D. Dodge, in the shoe manufacture in Lynn. He sold out his share in the partnership to his brother, and removed to Newburyport in May, 1866, and engaged as foreman of the shoe factory of Dodge & Balch. On December 21, 1867, he began on his own account the manufacture of ladies' shoes on Pleasant Street, and though but twenty years old, he commanded success from the beginning, employing the first year about thirty hands and doing a fifty thousand dollar business. Since the business has steadily increased, and at one time it was, and perhaps still is, the largest manufactory of women's boots and shoes in the United States.

In 1889 the firm was changed into a corporation under the name of the E. P. Dodge Manufacturing Company, of which Mr. Dodge was president, as he was also of the successor, the present C. A. Ellis Co. He was also president of the Newburyport Shoe Company, established in 1890.

Mr. Dodge served on the common council in 1871, and from 1875 to 1877 and 1885 to 1889 on the school committee, and as mayor of the city for 1890 and 1891, and for several years he has been one of the perma-

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ment directors of the Public Library. Mr. Dodge was a director of the Mechanics National Bank from 1877 until it was merged into the Ocean Bank, of which he was a director at the time of his death. He was also a director of the Newburyport Gas and Electric Company for many years under its old management, and on the recent transfer of a majority of the stock to out-of-town holders he was retained on the board of directors. From the beginning he has been active in the management of the Anna Jaques Hospital, and was treasurer of that institution.

Mr. Dodge was a life-long Republican and served on the city committee a series of years, being its chairman in 1883. He was a delegate from the sixth congressional district to the Republican national convention in 1892, which renominated Benjamin Harrison.

The deceased became interested in Masonry when a young man and was a past master of St. John's Lodge. He was also a member of King Cyrus Chapter R. A. M., and Newburyport Commandery, Knights Templar. For years he has been on the board of Putnam School trustees, and a vice-president and member of the board of investment of the Institution for Savings.

Mr. Dodge has been successful in his business, highly respected by the community, happy in his family and the prosperity of his sons, and fortunate

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in all things with the exception of ill health, which has been threatening during several years the end which has now come. He was one of the most remarkable men ever connected with Newburyport ; a business man of great ability and success, he was also a good deal more than that, a man of liberal culture, of vigorous mind and wide grasp of thought, of fine literary taste and gifts as an orator, in music and theatricals. Many men of great talents in business are very uninteresting apart from their own specialty, but Mr. Dodge was one who was an acquisition to any society, — of general culture, of reading in many departments of knowledge, and of a sound good sense which would appreciate both sides of a question, whether it were of business, ethics, politics, or religion. He was active in other directions than in manufacturing and banking. He was on the executive committee of the City Improvement Society, and had for several years been president of that society. He had also been president of the New England Magazine Company, and for years was a leading member of the First Religious Society, and so continued to the end of his life. Mr. Dodge was a member of the Tuesday Evening and Saturday Night clubs, and since they have been consolidated into the Fortnightly Club he has also been prominent in its discussions. He was also a member of the Dalton Club and one of those who organized the Country Club last summer. A man of varied interests and

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talents, he commanded the respect of men of all classes, scholars and workmen, business and professional men, as one of superior gifts in whatever he might undertake, and a power in whatever society he might mingle. Rather stern and severe in serious matters, he was bright and witty, genial and companionable in social gatherings, and his death is a serious loss to Newburyport and this part of the commonwealth in various ways. Mr. Dodge was a man who would have honored any public station however high, and would compare well with the men who have represented Massachusetts in the Senate of the United States.

In 1870 Mr. Dodge married Kate S., daughter of the late John Gray, who survives with their three sons, Robert G., assistant attorney-general of the commonwealth and president of the common council, Edwin S., architect and graduate from the Ecole des Beaux Arts of Paris, and Lawrence P., still a minor.

FROM THE EDITORIAL COLUMN OF THE NEWBURY-
PORT HERALD, OCTOBER 1, 1902.

The death of Hon. Elisha P. Dodge, which occurred on Tuesday afternoon, was a severe loss to this community, where his remarkable business ability had established and maintained a manufacturing industry which has given employment to hundreds of men and women during a period of thirty-five

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years. Mr. Dodge established his shoe factory here before he had reached his majority, and made a magnificent success of it from the very first, winning for himself an ample fortune and contributing very materially to the prosperity of Newburyport and its vicinity. He seemed to command success in all his undertakings. His service as mayor of the city was marked by the establishment of a policy of street improvement which so commended itself to the citizens that it has been followed to the present time. He also served the city in other offices, in all of which his accurate judgment and keen sense commanded respect and was of material public benefit. If impaired health had not interfered to prevent, he might have looked forward to much higher and wider spheres of public activity in the service of the State and nation, since his great executive powers and his intelligent grasp of public affairs was felt and appreciated far beyond the limits of this city, and he could reasonably aspire to almost any office within the gift of the people of this congressional district or even of the commonwealth. Mr. Dodge was not a mere business man, though he was one of the foremost in that respect. He was also a man of culture, of liberal and acute, well-thought-out and well-grounded opinions in various spheres of knowledge and thought. Occupied as he was with business cares, he found time for much and well-selected reading, and he was scarcely less remarkable for his general intelligence

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than he was for his ability as a man of affairs. The death of such a man is a serious and severe loss to the community where he has been a power to be reckoned with for somewhat more than a generation of men. It is all the more to be regretted for the reason that it seems untimely that a valuable citizen should be snatched away before he had reached the threshold of old age, and was still esteemed to be in middle life. Still there is the thought that he had achieved more in his fifty-five years of life than most men can point to after reaching a very old age. It was a life of crowded activities and successful achievement. Such a life is a cheering recollection, even though it is sad that it should be cut off ere it was fully rounded out. That fact we mourn while we take pride in the qualities of mind and character of an honored citizen who has been a credit for so many years to the city of his residence.

FROM THE NEWBURYPORT NEWS, OCTOBER 1, 1902.

Mr. Dodge was a self-made man, and his remarkable business success is the best evidence of his capacity in that direction.

An able financier, a man of firm conviction and clear discernment, he was a prominent factor in making success for other enterprises in which he shared an interest.

He was a man of extraordinary mind, refined in

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his tastes, in art, music, literature; a fine speaker, a great reader, a deep thinker, and possessing wonderful gifts in all these lines of refinement and culture.

Mr. Dodge ever evinced a deep interest in his family, and the prosperity of his sons was to him a source of the highest gratification. Behind all of his austerity of manner, when engaged in the consideration of business or matters of seriousness, there was a pleasant cordiality about him that was the delight of his friends. It was at the home gatherings and upon social occasions that this trait of his character was more manifest.

What would have been his opportunities in public life, had his health not failed him, can only be conjectured. He had talent, wisdom, and ability to fill almost any public position within the gift of the people.

Mr. Dodge was one of the most enterprising citizens of Newburyport, as well as being a loyal resident, and his demise will be sincerely regretted by every one. Mr. Dodge's last illness was of very short duration. The middle of last week he was taken ill while in Boston, and was immediately brought home. Pneumonia developed, and his constitution was not able to stand the attack. His health has been precarious for years, but his indomitable will kept him up and the suffering he endured was never reflected in his every-day life.

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FROM THE EDITORIAL COLUMN OF THE NEWBURY-
PORT NEWS, OCTOBER 1, 1902.

In the death of Hon. Elisha P. Dodge, Newburyport loses one of its prominent citizens, a man of sterling character, of remarkable business sagacity, and whose success in the industrial life had secured him a competence.

His years were cut off by a disease that brought his career to a close long before the goal of his ambition had been reached. His retirement from active business life was brought about by a failure in health, and at the age of fifty-five, in the prime of his manhood, with much remaining undone that he wished to do, surrounded by everything worth living for, — love, honor, comfort, and wealth, — he must needs leave it to answer the summons.

And so we contemplate his untimely death with feelings of profound regret and commiseration. Identified with the public life of this city, a conspicuous figure in all of its great social functions as long as his health permitted it, a leading financier, a promoter of many quasi-public enterprises, proud of the city where he had made his mark and his success, Mr. Dodge well ranked as one of our foremost men.

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He succeeded in almost everything to which he turned his attention, and it was because of his remarkable perspicacity that his opinion was ever

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courted and valued by his associates, especially in matters of financial moment.

Mr. Dodge was a brilliant public speaker and was never at a loss for words to express eloquently and tersely what seemed to his listeners most pertinent to each occasion.

He relished this gift deeply, and he seemed to speak from his very heart and soul, the words coming to his tongue and lips as if it were no effort for him to frame the sentences.

Perhaps Mr. Dodge's strongest characteristic was his firmness, which made him a leader of men. He was never a disinterested associate and never was without an opinion upon a matter under serious consideration.

He was strong in his convictions, never half-hearted in an undertaking. It was with him, "It must be done," and those who were with him in a venture were impressed with this forcefulness.

One of the things it was his ambition to see accomplished was the building of the new Anna Jaques Hospital, a work in which he was deeply interested. The carrying forward of the plans that had been elaborated was interrupted by a question affecting the title of the land for the new buildings, and so the beginning of the work was delayed.

The hospital loses a good friend, its treasurer, and one whose devotion to improving its financial condition was beginning to show a full measure of success.

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There was in Mr. Dodge's exemplary life much that is worthy of emulation, and to the young men especially who have their way to make in the world by their own energies, his great industry and confidence should be an inspiration and an example.

It is no secret that before the failure of his health he had some political aspirations, and his friends and fellow-citizens were ready to acknowledge the eminent qualifications he had for greater and for higher service than the chief magistracy of the city. It was often the expressed belief that he would at some time be heard in the halls of Congress, and so we are reminded at this time of how much there was for him to do ere he left the world.

Mr. Dodge will be greatly missed by the people of Newburyport, and the "News" wishes to express at this time its profound sympathy to the bereaved family, and join with the citizens of Newburyport in the sorrow felt at so great a public loss.

FROM THE BOSTON GLOBE, OCTOBER 1, 1902.

Mr. Dodge was a man who at once took and ever afterward occupied a prominent position in this community. For years having its largest establishment directly under his control, he was by common consent the leading man of the city. Of great powers of concentration and execution, he found time aside from his ordinary duties to take an active, even the lead-

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ing part, in organizations charitable, benevolent, and social. In business life he was a man of strict integrity, in social a leader and favorite. Had the condition of his health allowed, he would have been heard from in a larger political circle ; but perhaps in his own branch of industry no name was better known throughout the country.

FROM THE NEWBURYPORT LETTER IN THE BOSTON
SUNDAY GLOBE, OCTOBER 5, 1902.

A genuine air of sorrow and mourning has hung about the city since Tuesday, when it was learned that Elisha P. Dodge was dead. This appearance was the more emphasized yesterday, during the hour of the funeral, when the big shoe shops, the banks, and the public institutions with which the deceased had been connected in life ceased their activity for the time.

If a week ago one had been asked to name the citizen of Newburyport the most prominent in its life and affairs, by common consent the name would have been that of Mr. Dodge. He had long been to this city what the late Frank Jones, whose demise occurred three days later, had been to Portsmouth, the man whose name and that of the city were inseparably connected.

As a business man he was entitled to this distinction, since from the smallest beginning he had built

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up and successfully managed an industry which exceeded in volume and value any other in the city.

But it was not this alone which gave him prominence and leadership. His readiness to lend his advice and activities to any undertaking which made for the general good of the city was always counted on; and once identified with such a movement, the position of practical director of affairs seemed naturally to be thrust upon him.

And while it seemed as though the material affairs of life must have engrossed all his time, it was not so. He entered upon his active career equipped with but a limited education as school life gives it; he finished it a man of broad culture, fine tastes, and an ability to meet and discuss great questions in a manner thoughtful, lucid, and contributive.

As a public speaker he was graceful and apropos. Though modest and somewhat distrustful of his own powers, he had the full confidence of others, and it was always felt that when he was to state a question or was selected to advance a proposition, either in public or in private conference, it would be well done.

Mr. Dodge never left an object with which he had once become identified without leaving behind some permanent mark due to his clear-sightedness and energy. In his inaugural address as mayor in 1890 he spoke at length on the subject of the public highways.

“Their present condition,” he said, “is most de-

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plorable. If good roads are an indication of the highest civilization, we should not care to be judged by what ours are at present. . . . Something must be done. The question for us to consider is, What can be done within the limit of our means? Not very much in any one year. We can, however, commence with the right kind of work, do what we can, and if it is followed up by our successors, eventually, and in a comparatively few years, we shall have satisfactory results."

But Mayor Dodge's address was not merely academic, or the expression of an abstract ideal. Having stated the evil, he at once proceeded to lay out a plan in detail and describe a method which showed careful study and an intimate acquaintance with the subject.

The city council of that year subsequently began the reconstruction of the city highways in effect as Mr. Dodge had outlined, and the work has been continued ever since, until to-day the condition of the streets is referred to with local pride, and they stand a monument to the foresight and practical application of the man.

Perhaps the one institution to which he had given the most freely of his thought and life outside his private business is the hospital. To maintain an institution of this kind free to all applicants, while it is insufficiently endowed for the purpose, has been a problem almost baffling at times; but difficulties as

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they arose have been met and overcome which might have resulted differently had it not been for Mr. Dodge's efforts.

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There were two sides to Mr. Dodge's life, or perhaps better still, it was a whole well equipped and poised. In his business relations he was strict, keen, perhaps autocratic. "Cold-blooded" many were apt to say who failed to remember that it is only by these methods that one's success in business life arrives.

On the other hand, in private life, in social interminglings, he was peculiarly affable and winsome. Whether it was some dignitary he was to meet or one of the humblest in his employ, his course was the same, — a pleasant greeting, an apt word, an honest handshake.

In secret societies, in musical gatherings, on the amateur dramatic stage, he was always welcome, for he never failed to contribute largely to the success of the occasion. Some of the most interesting and thoughtful papers ever read before the Fortnightly Club have been his offerings. The Dalton is the leading social club of the city. He had been its president.

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The funeral services yesterday were privately held, and the attendance thereby restricted, but had the obsequies been public no edifice in the city would have held all who desired to attend, and the spec-

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tators to a man would have been genuine, sincere mourners for one whose departure has left a void which will not soon be filled.

FROM THE CHRISTIAN REGISTER, OCTOBER 16, 1902.

The death, on September 30, of this able man and prominent Unitarian layman warrants more than passing mention in the "Register." Born in a quiet Ipswich farmhouse, enjoying a district school education, early seeking larger opportunity for a life-work than his birthplace afforded, before he reached the age of twenty-one he was organizer and head of a business which, developing with his increasing ability, became one of the largest of its kind in America. Dying at a little less than fifty-five years of age, he had achieved a business success and personal reputation which put him in the first rank of men in his own city and far beyond.

Never too weary for self-improvement, he accomplished a mental culture which many a university man might envy. Never too busy with his immense cares to act a citizen's part, he filled, and filled to the utmost demand, many offices of charity, public improvement, and finance, and was a leading spirit in organizing and managing some of the best institutions of Newburyport. Even in years of failing health he gave robust and unfaltering service to every good cause he had espoused. As mayor of his

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city he put forth great energy and ability. Higher offices were clearly within his reach, had his health and inclination consented.

For several years Mr. Dodge was president of the Essex Unitarian Conference, and also of the Essex Unitarian Club; and those who came to the celebration of the one hundred and seventy-fifth anniversary of the First Religious Society, a year ago, were charmed by his utterances and by the aptness and vitality he, as president, brought to the occasion.

Mr. Dodge's seat in church was never vacant save for extreme cause, and in his last will he remembered the First Religious Society.

He posed not as a great believer or a lofty saint. His creed was short and sure, and it mastered his life. He leaves a good name, a bright record, and an impressive example.

S. C. BEANE.

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