

Admiral Faragut. He remained in active service in the South-west until nearly the end of that year, when, owing to disability due to disease, he returned to his old home in New York. However, just as soon as he recovered his health, he enlisted again, this time in the First New York Light Artillery, and he remained in active service in this regiment till the close of the war, when he again took up his residence in his adopted state, Wisconsin.

He at once engaged in farming, and continued at this business till 1870, when he entered upon the newspaper business and became editor and proprietor of a country weekly in Jefferson county.

It was in his journalistic capacity that Mr. Hoard first made a name for himself in the work of dairy improvement. Through his paper he at once began a vigorous agitation of dairy questions of great timely interest. In 1872 he organized the Jefferson County Dairymen's Association, and in the same year he organized the Wisconsin Dairymen's Association. Of the latter association he was the first secretary, and he served the association in that office for several years.

In 1885, the country weekly being too small for the discussion of dairy matters upon the scale and in the way he wished to discuss them, he started *Hoard's Dairyman*. This paper at once became both popular and successful, and it has now, and for some years past, had the largest circulation of all the dairy papers of the world.

In 1887 Mr. Hoard started at his home at Fort Atkin-

son the first "Hoard Creamery," the manager being his son, Mr. A. R. Hoard. This enterprise was also at once successful; and it has so continued to be, until now the Hoard Creameries are ten in number, and have a regular output of 1,000,000 lbs. of butter a year. This immense production is of such an excellent quality that the whole of it finds a special market among about 4,500 private families in the cities of Chicago, Milwaukee, Pittsburg, and St. Louis.

In 1889 Mr. Hoard was elected Governor of his State, and in this office he served two years. As is well known, he is a Republican in politics.

As a lecturer on dairy topics Ex-Governor Hoard is perhaps the most popular speaker that ever stood on a platform before an audience of farmers. In this respect his services have been repeatedly sought after in almost every State in the Union north of the Ohio river.

As might well be supposed, Mr. Hoard has been honored by his fellow dairymen with elections to many important offices. He has been President of the Wisconsin Dairymen's Association, President of the North-western Dairymen's Association, and President of the National Dairy Union.

An additional and still greater public honor is likely to be bestowed on Mr. Hoard—one which he is in every way well deserving to receive. There is great probability, indeed, of his being chosen for the position of Secretary of Agriculture in the incoming cabinet of President McKinley.

PART I.

A wonderfully great and complex interest is this modern dairy industry.

It is a long line of intricate problems, from the cow in the stable on the humble farm home, up through the modern cheese factory or creamery, the modern refrigerator car, the modern railroad, the great army of middlemen, jobbers and dealers, the modern cold storage warehouse, the modern ocean steamship—a great floating refrigerator, another army of jobbers and dealers, to the mouth of the final consumer across the water.

Do you notice that every step of this wonderful food highway, after the milk leaves the cow, is lit up with the intense light of modern ideas, modern methods, modern economies? Nothing ancient anywhere on the line but old ocean.

Yet this great interest rests upon the cow, back there in the farm stable. She is in the hands of the farmer. Everything in this great procession must wait for him. Science, invention, capital, and enterprise have done about all they can do for the fate of his product.

Now what will he do for himself? We have come to a point where the future fate of American dairying (that is, the dairying of Canada and the United States) rests on the way the American farmer (that is, the farmer of Canada and the United States) will adapt himself to the necessities of the hour.

Believe me, this great dairy interest, both in Canada and the United States, is now in the

greatest peril of its whole history. Only one man can decide its fate. That is the farmer.

The oncoming march of competition from every side; the rapid development of the industry in Australia, New Zealand, South America; the progress of invention in the way of improved machinery, cold storage, cheap rail and ocean transportation; the prospective opening of dairy production in northern Europe and Asia—all point to a great increase of the supply of dairy food in one form or another.

In the meantime the foreign demand is still in old lines and channels, and mostly confined to England.

Now, most of this march of progress and improvement applies to the dairy product *after* it leaves the farm, not before.

It is this stubborn fact, so dimly seen by the farmer, which has caused me great solicitude. The chain is no stronger than its weakest link. Think of this: As a whole, the Canadian and United States dairy farmers are producing milk *as expensively as they ever did*.

Every investigation, every cow census taken, proves it.

Beyond the farmer, a wonderful reduction in expense has taken place in twenty-five years. But the majority of cow farmers are just where they were twenty-five years ago. A few "have heard the blessed sound," have seen the light, have put themselves into the current of economic thinking; but only a few, comparatively.