

column format with a variable right hand margin for the introductory portions of each section seems inappropriate for a scholarly work. The notes have been gathered at the end of the text. This is not a bad practice, except in this case when the author provides thoughtful and suggestive criticisms of the scholarly literature. Kantowicz's decision to free his narrative from scholarly dialogue may mislead lazy readers; they may assume that he is unaware of the implications of his perceptive comments. A sound, significant, scholarly work deserves more care from a distinguished press.

Indiana University, Bloomington

Martin Ridge

Downriver: Orrin H. Ingram and The Empire Lumber Company. By Charles E. Twining. (Madison: The State Historical Society of Wisconsin, 1975. Pp. ix, 309. Notes, map, illustrations, appendix, selected bibliography, index. \$17.50.)

By any standard of measurement lumbering was one of the most important industries in nineteenth century America. Yet for some reason often commented upon but never explained, it has long been a neglected topic of scholarship. Recently, however, interest in the topic has begun to grow. Although no full study of the industry exists, a number of articles and monographs on lumbermen, lumber companies, and lumbering regions have appeared. *Downriver: Orrin H. Ingram and The Empire Lumber Company* is a valuable addition to this literature.

Charles E. Twining has written a first rate business biography. Making good use of a fine collection of business and personal papers, he fully describes the lumbering career of Orrin H. Ingram from a millhand in New York State to the leader of the Chippewa Valley lumbermen and business associate of the Weyerhaeuser syndicate. Ingram's story is not unique, but he is important as a representative of the more successful lumberman of the nineteenth century. Born in Southwick, Massachusetts, in 1830, Ingram wanted to be a mechanic but backed into lumbering and rose rapidly through the ranks. He chafed to put his mechanical and managerial talents to use in his own firm, and finally in 1857 Dole, Ingram and Kennedy was established at Eau Claire, Wisconsin. Despite severe shortages of both investment and

working capital so typical of frontier lumbering enterprises, the firm prospered under Ingram's not always uncontested leadership, growing from a small manufacturing concern that concentrated on a quality product to a fully integrated high volume corporation, the Empire Lumber Company. Twining documents this growth carefully, emphasizing Ingram's and his partners' key decisions and the ability of these entrepreneurs to respond creatively to changing situations. By the time the downriver lumbermen invaded the Chippewa Valley, Ingram and Empire were in a strong position. Although they could not banish the interlopers, they could survive and prosper in an altered environment until the supply of pine was exhausted.

As its title implies, *Downriver* emphasizes the marketing function of lumbering. For Empire and all Mississippi River manufacturers, marketing grew from the haphazard rafting of lumber from town to town to more complex business arrangements including the ownership of chains of wholesale and retail yards. Twining briefly examines the pattern of timberland ownership in the Chippewa Valley and makes clear that Ingram never speculated in pinelands. He entered into land ownership only reluctantly and not until the speculators began wholesale buying after the Civil War. Two other functions of the industry, manufacturing and logging, are discussed less fully. This will disappoint anyone interested in the technical side of the business. It would have been interesting to know, for example, the details of log purchasing in the antebellum period or the specifics of technological adaptation in the manufacturing sequence. A second and more serious weakness is the lack of local setting, particularly before the Civil War. Without this comparative perspective, this reader at times forgot that Ingram and Empire did not operate in a vacuum.

Despite these qualifications *Downriver* is an important book for those interested in lumber, regional, and business history. With the exception of the appendix, which could have been expanded, this book is well conceived, gracefully written, and handsomely produced.

Eleutherian Mills-Hagley Foundation, Barbara E. Benson
Newark, Delaware