

# CONTENTS

List of Illustrations	xiii
List of Maps and Charts	xv
Acknowledgments	xvii
Introduction	xxi
<b>1 GENESIS</b>	<b>1</b>
First Principles	3
Patriotism and Profit	9
The Acts of the Founders	17
Building with Other People's Money	26
Golden Spike	37
<i>A Railroad Life: H. K. Thomas</i>	39
<b>2 ANNUS HORRIBILIS: 1873</b>	<b>47</b>
Springtime in Mexico	51
Springtime in Canada	55
The Indians' Perpetual Winter	59
Political Storms Brewing	62
Information and Trust	66
The Long Winter	77
Stories of the Fall	84
<i>A Railroad Life: William Hyde</i>	88
<b>3 FRIENDS</b>	<b>93</b>
The Lobby	102
Antimonopoly and Party Politics	109

The Southern Transcontinental	118
Reform in the Gilded Age	130
<i>A Railroad Life: Elias C. Boudinot</i>	134
4 SPATIAL POLITICS	140
Absolute Space	142
Relational Space	146
The Things They Carried	152
How Railroad Rates Construct Space	162
The Rise of the Octopus	169
Regulating Space	174
<i>A Railroad Life: Alfred A. Cohen</i>	179
5 KILKENNY CATS	186
Creative Destruction	188
The Colton Trial	197
Territory	203
Rationalizing Irrationality	212
Superheroes of Bad Management	216
A System That Did Not Bury Its Dead	223
<i>Mise en Scène: Labor in Nature</i>	225
6 MEN IN OCTOPUS SUITS	230
The Visible Hand	235
Men and Boys: Manhood and Management	243
A Political Animal	252
Going Off the Tracks	264
<i>A Railroad Life: William Mahl</i>	270
7 WORKINGMEN	278
Control of Work	282
The Knights of Labor	287
Contract Labor and the Chinese	293
Rock Springs	305
Workers' Marginalism	314
<i>A Railroad Life: William Pinkerton</i>	317
8 LOOKING BACKWARD	326
Benevolent Trusts	332

Waiting for Natural Monopoly	334
Labor's Defeats	336
Bears	347
The Interstate Commerce Commission	355
The Interstate-Commerce Railway Association	359
<i>Mise en Scène: The Death of Johanna Grogan</i>	366
9 COLLAPSE	370
An Alcoholics Anonymous for Railroads	372
Bankers	378
Villard and Adams	382
The Second Fall of Henry Villard	391
The Panic of 1893	393
The Struggles of the Octopus	398
<i>Mise en Scène: Reading the Newspapers</i>	410
10 STRIKE	414
The Courts	418
Union Pacific and Great Northern	422
Pullman	429
The Decline of the Octopus	450
<i>Mise en Scène: Following the Detectives</i>	453
11 CREATIVE DESTRUCTION	455
Dumb Growth	460
Cattle	466
The Diverging Dakotas	482
Rain Follows the Plow	486
<i>Mise en Scène: Wovoka</i>	496
EPILOGUE	499
CONCLUSION	507
Appendix	519
Notes	535
Index	643