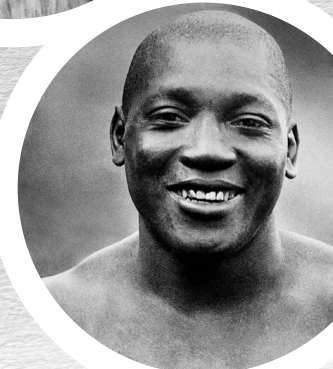
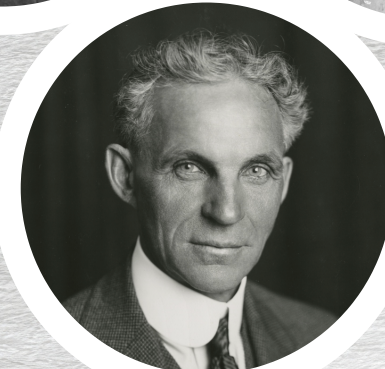


SOCIAL STUDIES 2.0 | A LIFESKILLS PROGRAM

a quest for
SUCCESS

A growth mindset built from the patterns of history





Students attending an entrepreneurial and collaboration theme field trip to Teespring, a highly successful start up company in Providence. Teespring helps their clients sell T-shirts online. *Teespring sold 6 million t-shirts in 2014. Hundreds of its customers make more than \$100,000 a year selling the t-shirts they design on the TeeSpring web site. At least ten customers have become millionaires selling their t-shirts through Teespring!* according to Forbes Magazine. Hope 'Life Skills' students were asked to form their own groups to design, market and hopefully sell their own t-shirt creations on the Teespring web site.

THE QUEST
FOR SUCCESS:

PART ONE

TABLE OF CONTENTS:

1. **SUCCESS: REFLECTIONS:** - pages 6, 7, 8, 9, 10, 11, 12, 13
2. **SUCCESS: PREFACE AND INTRODUCTION** - page 14
 - *history's role in introducing and developing 'success'*
 - *A Physics Formula for Lifetime Success*
3. **SUCCESS: THE RECIPE AND THE INGREDIENTS** - page 22
4. **SUCCESS: STUDENT SURVEY** - page 45
5. **SUCCESS: HISTORICAL CONTEXT** - page 46
 - *Post Civil War America to America's Entry into World War I*
6. **SUCCESS: PROFILES**
 - *Leon Czolgosz - page 72*
 - *Edwin Vare - page 82*
 - *Jane Addams - page 98*
 - *Henry Ford - page 108*
 - *Jack Johnson - page 120*
 - *Sissieretta Jones - page 128*
 - *Sitting Bull - page 136*
 - *William Magear "Boss" Tweed - page 146*
 - *Booker T. Washington - page page 158*
 - *John D. Rockefeller - page 170*
 - *Frederick Law Olmsted - page 182*
 - *Charlotte Perkins Gilman - page 192*
 - *Calvin Coolidge- page 200*
 - *William Randolph Hearst - page 218*
 - *Madam CJ Walker- page 240*
 - *Samuel Tilden - page 262*
 - *John Marshall Harlan -page 278*
 - *Franz Boas - page 296*
 - *Ulysses S Grant - page 312*
 - *Malcolm X - page 336*
7. **SUCCESS PRE-TEST** - page 340

*“The difference
between a successful person and others
is NOT a lack of strength,
NOT a lack of knowledge,
but, rather,
a lack of will.”*

Vince Lombardi, legendary football coach of the Green Bay Packers

“Success is a choice.”

Jeshua Zapata, Founder and President of Xzito

85% *of your professional success
is due to
your personality
and
ability to communicate,
negotiate
and
lead.”*

“

*S*uccess is often
a premature proclamation,
overused and misunderstood.

For true success
is not measured by
the size of the prize or
in the perceptions of others;
rather,
success is a peace of mind
one hopes to find
following an honest assessment
of one's own deeds.

”

Moi

Interesting perspectives from interesting people on achieving ‘success’:

“in the 6th grade, Bill Gates was underperforming in school, disagreeing with his mother, and generally struggling with life. Once he found his passion for software, he took off and became very successful.”

-Richard St. John

writing about the importance of passion in his book “The 8-Traits that Lead to Great Success”.

“yes, I’ve made a lot of money from my books, but I’ve never set a single word down on paper with the thought of being paid for it..... I did it for the buzz. I did it for the pure joy of the thing.”

-Stephen King

Author

“we always wrote a song a day, whatever happened we always wrote a song a day...I think we eventually got so strong(as songwriters) because we wrote so much through the early days of our careers.”

-Paul McCartney

The Beatles

“Sergey and I started working on Google 8 or 9 years ago when we were at Stanford (University). Since then, we’ve worked on it really hard, 24 hours a day. You can’t just have inspiration. It’s maybe 10% inspiration and 90% perspiration!”

-Larry Paige

Co-Founder of Google

"I wasn't the funniest guy growing up, but I was the guy who worked on being funny the hardest."

-Chris Rock
actor and comedian

"People would say to me, 'you're so lucky to be talented' and I was always puzzled by that because every single drawing was a struggle for me. I spent a lot of time learning to draw."

-Robin Budd
animation film director

"It's persistence. Failing doesn't stop you. Quitting stops you. Persevere and don't be afraid to fail. You can afford to fail over and over again, because there will always be many, many more opportunities to succeed."

-Gerry Schwartz
CEO of Onex



Joachim de Posada's 'key to success' experiment:

“Network for success !

*This means get to know as many people as you can
who like the real you,
who know your story
and can support you in your career.”*

Tom Dowd, executive director at the Career Center of Muhlenberg College

***“60% to 85% of jobs are obtained
through networking....***

it's not about what you know or how amazing your resume is.....

*it's more about **who you know and how much they like you.**”*

Tom Dowd, executive director at the Career Center of Muhlenberg College

“There are no secrets to success!

It is the result of

preparation,

hard work,

and learning from failure

Colin Powell is an American statesman and a retired four-star general in the United States Army. Powell was born in Harlem as the son of Jamaican immigrants. During his military career, Powell also served as National Security Advisor (1987–1989), as Commander of the U.S. Army Forces Command (1989) and as Chairman of the Joint Chiefs of Staff (1989–1993)



Preface

History is a great tool for teaching everyone about 'success,' what it is and what it takes to achieve it.

Massachusetts Senator Ted Kennedy and numerous others before and since have stated, history shares her life lessons with anyone curious enough to listen. History's the lit candle in the dark room bringing clarity to the present and anticipation to the future. She confesses her sins so we don't repeat them and, in the process, points out alternative paths to travel. History's sins, her mistakes and failures, are gifts of confidence to encourage, not intimidate, our risk taking. Success rarely happens without risk. Not the reckless risk on the brink of disaster, but, measured risk, to



bring us closer to our goal. History's first lesson is *"success never happens without hard work!"* The second is *"destinations aren't found and goals are never reached without perseverance"*. Creativity is the most valuable tool in your kit, invaluable in most situations and carried by all of history's most successful people. Finally, history's most successful players have the best networking skills; clearly, the best networkers get the best opportunities. As we study throughout American history, we quickly realize

**as the world constantly
changes,
future jobs
and 'opportunities'
yet to be created,
can be exploited in advance!**

**The more curious and
prepared we are
for this our future,
the better our chances
for 'success'.**

Sound crazy? What do you think?

Do you agree the future can be exploited today?

Periods of history ARE NOT insulated.

**Events and people of yesterday
shape today.**

There is a momentum building through history. Just as the early American history 'Founders' period of Washington, Jefferson, Hamilton, Franklin, Abigail Adams, Alexander McGillivray, the



Constitutional Convention, the 3/5s Compromise, Alien and Sedition Acts, the business partnership of Moses Brown and Samuel Slater, Eli Whitney and his cotton gin, Robert Fulton's commercial steamship, the Louisiana Purchase, and Lewis and Clark's expedition affected America's Middle Period, so did the people and events living during America's Middle Period (1804 - 1860) like Andrew Jackson, Abraham Lincoln, DeWitt Clinton, and Samuel Morse. After completing our study of Jordan Gatling, the Cheyenne Long March and Navajo Long Walk, the Indian Removal Act, The Mexican American War, the building of America's railroads, New

Bedford and Nantucket whaling, the discovery of oil in Pennsylvania, Samuel Kier's refineries, and Cyrus McCormick's farm reaper, people realize the affects of the early 19th century Bridge Period on today's America.

You, like the rest of us, are shaped by people and places, the successes and, more so, the failures, our past has on us today,

**While our past
shapes our present,
it does not have to determine
our future.**

History repeatedly reveals the consequences of our curiosity, perseverance, risk taking, networking, the development of our personal brand, and, of course, our hard work; faint whispers ultimately become earth shattering roars! As

CONNECTING LEADERS. INSPIRING THE FUTURE

Latino LEADERS

SPECIAL EDITION: LATINOS IN TECHNOLOGY & ENERGY

TECHNOLOGY FEATURE:
ENTREPRENEURS, INTERNET
OF EVERYTHING AND THE
TOP LATINOS IN TECH

LATINOS IN ENERGY
A COMPREHENSIVE
OVERVIEW OF THE
INDUSTRY AND
THEIR LEADERS

TOP INSURANCE AGENTS
LEADING AGENTS AND
COMPANIES IN THE US

**NASA'S EVELYN
MIRALLES**
VIRTUAL REALITY PIONEER
FIRST LATINA TO LEAD THE LAB

IN PARTNERSHIP WITH
HITEC
Hispanic IT Executive Council

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March / April 2017
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Display until 04/10/2017

technology, industry, territorial expansion, and cheap labor elevated the American economy to world supremacy, the voices of disenfranchised and downtrodden Americans pushed back. From America's women to the country's newest immigrants, African Americans to American Indians, once faint voices eventually roared for 'change'. Quite predictably, these other 'Americans' from the Founders, Middle, and Bridge Periods, up to the inner city public school students of today, began to fight back, their discontent rumbling like thunder and lightening across the western frontier, through the streets and back alleys of America's cities, onto the front pages and cartoons of America's innumerable newspapers, and eventually into the hollow halls of our inner city public schools and the nation's capitol. These once peripheral voices to America's privileged took center stage screaming for 'change' and an opportunity for a slice of America's 'success'. Charlotte Perkins Gilman, Booker T.

Washington, even John D. Rockefeller personified this attitude. History constantly presents her life lessons to shape our aspirations for OUR future if you're curious enough to listen.

Are you curious enough and willing to work hard enough to be successful?

**History will
ultimately reveal
your success
was
dependent
upon the
'attitude'
you brought to
each choice
you made.**

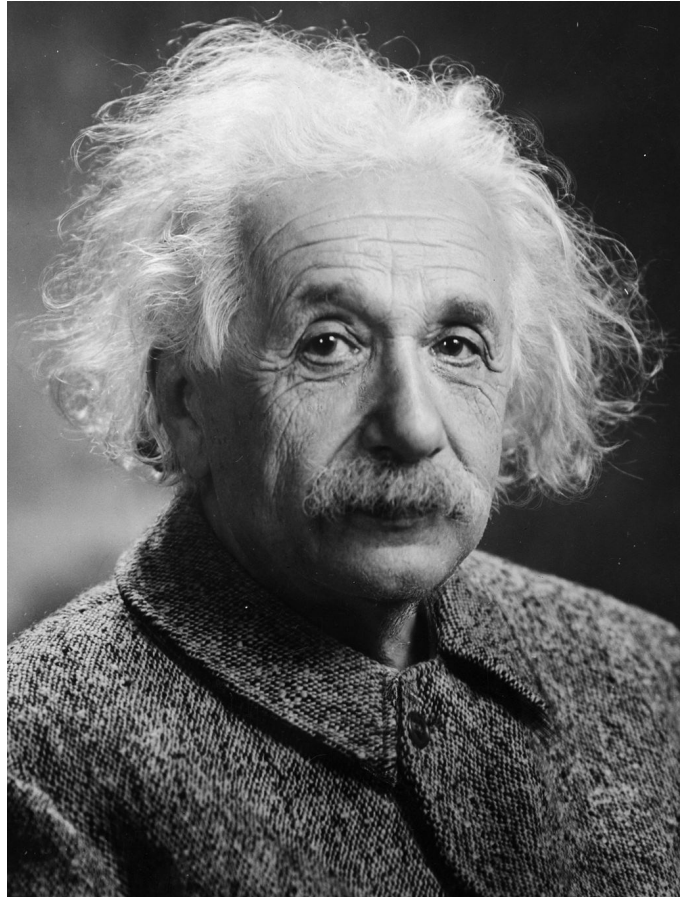
Introduction

An editor for *Scientific America* magazine, George Muser, once wrote “*physics seems to be one of the only domains of human life where **the truth is clear cut**. The laws of physics describe **reality!** Physics is grounded in mathematical rigor and experimental proof. Physics and math **give answers!**”*

Albert Einstein, the famous Nobel Prize winning physicist, offered his revolutionary formula

$$E=MC^2$$

to explain his amazing theory of relativity.



I offer the following formula, not to challenge Einstein's theory of relativity, but rather, to offer you **a credible strategy for becoming the successful person you aspire to**. **Please, think about my formula**. It provides **a plan** for you to maximize your unlimited potential to become the success you aspire to.

If

$$I \times (DE + DN) = S$$

then

$$S \times D = SS.$$

Here's what this formula means.

Intelligence:

- **the ability to learn** (*you have certainly proven to me you have this ability; you are intelligent!!!*)

Diverse **N**etworks

- **continuous, strategic networking of successful people with different** interests, culture, education, ethnicity, and talents as your own.

Diverse **E**xperiences

- **continually pushing out of your comfort zone** by going to events and places you haven't been before, taking the initiative to speak with new

people, ask them questions, and collaborate with others in event activities

- **listening/reading** to all perspectives, even **opposing opinions as your own, on different topics, before making a decision;**
- **trying different activities you don't normally do**. For instance:
 1. **exercise** if you never work out,
 2. try new activities like **meditation, tai chi**, etc
 3. try artistic activities like **dance, acting, playing an instrument, going to the symphony, standup comedy**, which stimulate **creative thinking**, etc
 4. express yourself in different ways using accessories you normally would not use (i.e. **different clothes jewelry, make-up, hair style**),
 5. visiting **colleges away from your home**
 6. **community service**

7. speaking **multiple languages**

8. **read**, read, and read more

9. always searching for people and places to **learn from**; looking for learning opportunities best suited to your learning style **because everyone does NOT learn the same way**

Smart:

- being a **smart person**
- knowing what you need to know
- sabiendo lo que necesitas saber
- kujua kile unahitaji kujua



Discipline:

- ability to **prioritize** the most important things in your life that will lead to success
- ability to **focus on priorities**
- **commitment to -**

1. working hard, always!

2. personal brand development

3. networking

4. excellent **mental and physical health**

5. creating value in your brand by learning new skills and improving existing ones throughout your entire life through internships, jobs, college, on-line courses, conferences, forums, relationships, etc

6. asking questions to get the answers you seek

- be open to '**change**'
- **manage your time** effectively
- giving your **best effort all the time**
- being **accountable** for your actions; **no excuses!!**
- establish a **daily 'to do' list** of things to get done
- continue to push **out of your comfort zone**
- **not be distracted** from what you need to do by other voices; choose associates/friends wisely
- **grit**; perseverance; never giving up!
- committed to **exemplary values**

1. honesty

2. empathy

3. responsibility

4. respect all people; kindness

5. humility



SS_{uccess}

- being a person with a great personal brand with a job you like and a home, car, wardrobe, etc you are proud of!!!
- becoming the person with a life style you dream about

There you have it. **Stephen Cronin's formula for lifetime success.** I present it to encourage you to think, to reflect on what you're doing NOW to be the successful person you aspire to be.

You can be successful. You are an intelligent person. **Success is the result of the choices you make.**



SUCCESS

There are as many perspectives of **'success'** as there are people hoping to achieve it. How about *"if you don't have a Ferrari, you are not living successfully"* ~**Brian Park**. Or, *"for me, success was always going to be a Lamborghini. But now I've got it, it just sits on my driveway."* ~**50 Cent, aka Curtis Jackson**. **Bill Crystal**, actor and comedian, shared his; *"I don't know the key to success, but the key to failure is trying to please everybody."* The poet, **Emerson**, wrote:

"What is success?"

*To laugh often and much;
To win the respect of intelligent people
And the affection of children;
To earn the appreciation of honest critics And endure the
betrayal of false friends;
To appreciate beauty;
To find the best in others;
To leave the world a bit better, whether by
A healthy child, a garden patch
Or a redeemed social condition;
To know even one life has breathed
Easier because you have lived;
This is to have succeeded."*

But, of the hundreds of perspectives I've encountered on **'success'**, the most profound was given me by a high school student from Hope High School named **Juan Hiraldo** on December 2nd, 2009:

*“Success’ is nothing but a word,
a description someone else categorizes you
when you appear to be doing well.*

*It’s important to note
what appears to be successful to one person
may not be successful to someone else.
For me, the true definition of ‘success’ rests with
each person.*

*A person is really ‘successful’
if they believe they’re successful.
The epitome of a successful person is
one who helps others succeed,
even to the point, the other person becomes more
‘successful’ than them.
Now, this is success to me,
a successful state of mind.”*

Denis Waitely is a popular author and motivational speaker. Like Juan Hiraldo, Waitely contends

***“a person’s attitude
is either
the key or
the lock
on the door of
personal success.
People choose
their attitude”***

In his best selling book, *“The Psychology of Winning”*, Waitely claims “**success**” comes from a ‘**choice**’! “Success” is often determined by a person choosing to be a **spectator** or a **player**. *Spectators*”, according to Waitely, “*avoid risk, never placing themselves in a position to be criticized, hurt, or rejected; they’re afraid of failure. As a result, they never discover or use their talents to reach their potential. They choose to watch rather than create. Spectators choose*



Zuby Onwatu: Inventor, Creative Problem Solver, Tech Entrepreneur, Disability Advocate, Global Speaker

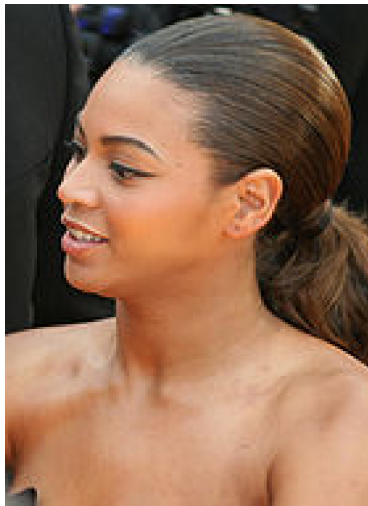
to act like and look like others.

**Players, on the other hand,
get out of their
comfort zone
to take measured risks.
Players believe a
potential failure or mistake
is not a reason
to avoid risk.**

Author **Simon Reynolds** adds “*players understand and overcome the fear of failure’ to master ‘success.’*” A fear of failing shouldn’t scare us from taking a chance. Failing offers lessons for getting better! Players are good listeners, open to advice and constructive criticism. While players hear criticism and face failure, they are not discouraged by it. Players focus on using their talents to take risks to discover what they like to do. “*Players become successful by taking the talent they have and developing it to reach a purpose that makes them happy. Players take measured risks to **win**. For instance, winning is*



Bill Gates



Beyoncé



Carlos Slim Helu

*“You should associate
with the kind of people you aspire to become!
When you hang out with smart, successful, good people,
you become one.
You hang with negative people
who do negative things, you become like them.
The better your network, the greater your options,
the better your resources,
the more successful you can become.”*

*coming in 4th place, exhausted and encouraged, because the last time they came in 5th. Winning is being glad you're you. Winning is never whining, never cheating. Winning is doing the right thing like picking up a soda can you didn't throw on the street and depositing it in the trash. Winning is a **choice** which begins with the attitude you choose".*

If you agree success is a choice, why doesn't everyone do what they need to do to be successful? How does someone get an attitude of 'yes, I can' and 'yes, I will!' while another's attitude is doubt and fear, of 'no, I can't'? What causes one person to choose one type of attitude and another person a different one? If it's this simple, why doesn't everyone choose to be successful?

Doesn't everyone want success?

Marta Aparacio (US Diplomat); Bill Gates (Microsoft); Bobbi Brown (Cosmetics); Oprah (Media); Carlos Slim Helu (world's richest person 2010); Peter Basler (Rhode Island Super teacher); Kevin Plank (Under Armour). Michelle Obama (1st Lady). Beyonce (Entertainment). Steve Jobs (Apple). Each of these people chose success. Not one of them did it alone. **Everyone needs help to be successful.** Malcolm Gladwell, in his best selling book "*Outliers: The Story of Success*," writes

*"no one -
not rock stars,*

*not professional athletes,
not software billionaires -
becomes successful alone!"*

50 Cent wouldn't have been successful without Dr. Dre and Eminem. Peter Basler wouldn't have been the successful and popular teacher he became without Irving Hicks.

Each person's network of parents and friends, mentors and advisors, provides access to opportunities. Think about this - the quality of a person's network affects their opportunities for success.

Would you consider asking Malala Yousafzai



Malala Yousafzai: Pakistani education activist

to be part of your **network**?

**A diverse network
of successful people
is a wise investment
for your success.**

To take advantage of a great network, a person needs to be smart.

Surprisingly, being smart doesn't mean genius IQ, perfect SAT scores,

and going to the most expensive and prestigious colleges. Obviously, good grades create more options, more choices for schools, jobs, internships, and scholarships because most people who achieve good grades usually possess

proven skills for success - hard work, perseverance, the ability to find and analyze information.

Some scientists and scholars, however, contend there is a *'better kind of intelligence.'* According to renowned psychologist **Dr. Robert Sternberg**, the

most important kind of intelligence is 'practical intelligence'.

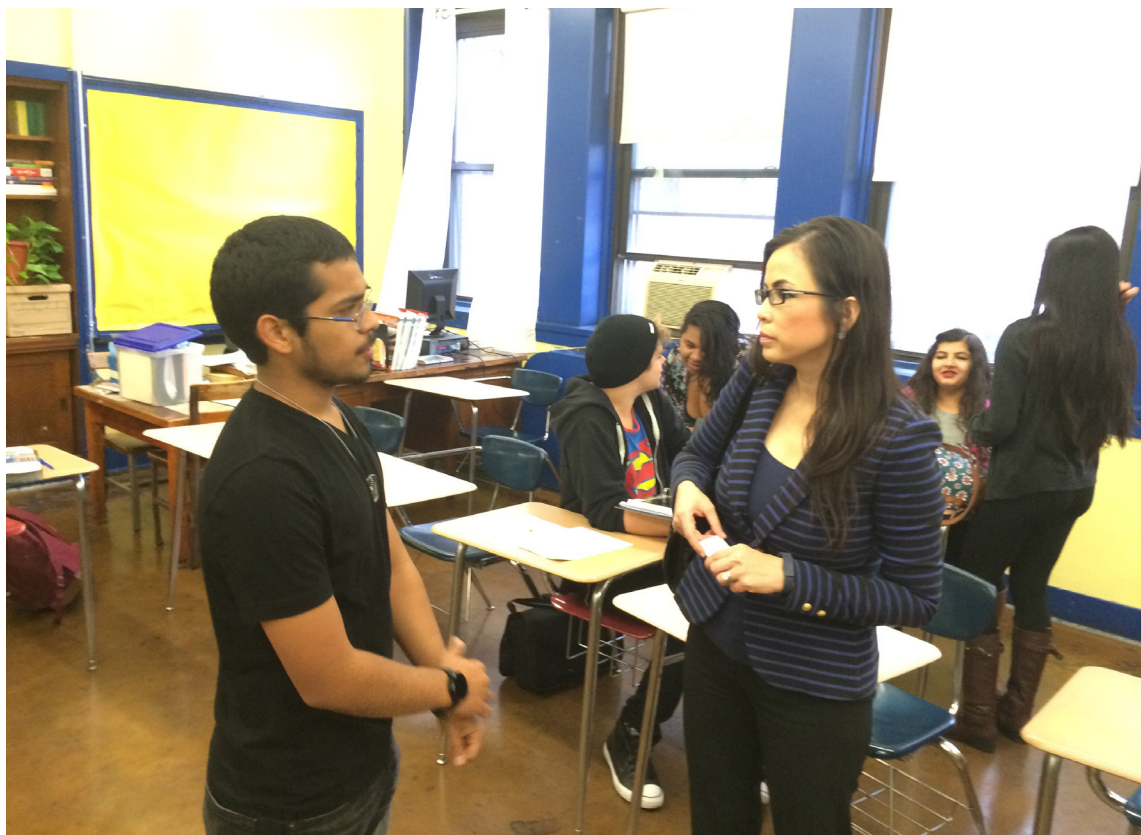


Christopher Michael Langan, once considered the most intelligent person in America, was born in 1952 in San Francisco but spent most of his early life in Montana with his mother and 3 brothers. His mother was the daughter of a wealthy shipping executive but was cut off from her family's fortune. Langan didn't grow up with his biological father; he died or disappeared before he was born. This eventually resulted in an economic struggle for his family thus reducing the family to a life of poverty. During elementary school, Langan was repeatedly skipped ahead, which resulted in bullying by his peers. Although teachers praised Langan for his college-level work, his peers still bullied him, not for his intelligence, but because of his family's socio-economic status. Langan has disclosed that he was brutally beaten by his stepfather, Jack Langan. Chris took a string of labor-intensive jobs for some time, and by his mid-40s had been a construction worker, cowboy, Forest Service Ranger, farmhand, and, for over twenty years, a bouncer at a Long Island bar. In 1999, Langan and others formed a non-profit corporation called the "Mega Foundation" to *"create and implement programs that aid in the development of gifted individuals and their ideas"*. (wikipedia)

If IQ, SATs, and GPA were the most important factors for success, **Chris Langan** with his **195 IQ and perfect SAT** score, profiled on the TV show "20/20", and in Malcolm Gladwell's "*Outliers: The Story of Success*"; and, called by some, 'the smartest man in America,' would be universally perceived as "successful". But is he?

**Despite being called
the 'smartest person in America'
with an IQ of
over 195**

when the average IQ score is 100 and Einstein's was 160, life has been a seemingly frustrating experience for Langan. Growing up in poverty with a physically abusive father, bullied in school by older classmates after skipping repeated grades, Langan was frustrated during his initial college experience. After encountering social problems fitting in with other students in his first college, losing out on a scholarship when his mother didn't fill out required financial aid forms, and leaving a second college just before exams after a semester of A's, Langan dropped out of college to take menial jobs in construction and factories. He became a bouncer in a bar for 20 years.



Hope Life Skills student, **Fernando Perez**, speaks with **Michelle Nguyen**, a CVS Health Senior Director of Planning and Analytics, at the end of Michelle's visit to the Life Skills class. Fernando applied for and was awarded a Hope Life Skills paid, summer internship and worked as a CVS paid intern after his junior school year writing code and analyzing CVS consumer data on Michelle's team at the CVS corporate offices in Woonsocket, RI.

In March of 2020, Fernando Perez was offered a full time position on the CVS Health Digital Marketing team.

Langan 's life has been a constant search for the peace of mind one finds with success. So, why has life time success been so difficult to find for Chris Langan? How can someone so smart not be perceived as 'successful'?

Lewis Terman studied highly intelligent people for decades. His last publication, "*Genetic Studies of Genius*", concluded just because someone is highly intelligent doesn't necessarily mean they'll be the "success" others assumed they would. **Malcolm Gladwell** claims exceptional people, like Chris Langan, who struggle to achieve their aspirations as well as the perceived 'success' others envision for them, have a missing 'attribute'.

This 'missing attribute' is found in all types of people. According to the aforementioned Dr Sternberg, this missing piece preventing some people from reaching their potential is "*practical intelligence*".

It's "*knowing when and how to speak up; what to say and how to say it so people understand you...*"

Practical intelligence is the ability to convince others to work with you; it's an ability to collaborate. It's simply knowing how to get things done.

Chris Langan and other less gifted people couldn't do this and, as a result, never reached an anticipated level of **success**.

The quality of our network often determines





Steve Jobs (right) was fired from Apple, the company he founded. When the Apple Board of Directors decided to bring Steve Jobs back to Apple after his firing, Jobs' most important collaborator became **Jonathan Ive** (to the left of Jobs in the photo above) creating such popular products as the Iphone, Ipad and Ipod.

the level of our practical intelligence.

Author **Malcolm Gladwell** claims 'practical intelligence' comes from a person's network: families and friends, teachers and relatives. These people teach 'practical intelligence'. They're role models; their success shows the benefit of 'practical intelligence'. There's a level of trust and caring in the best networks. It's the reason Beyonce is perceived as more successful than Chris Langan. **Beyonce's** Houston, Texas family network was clearly better, more stable and nurturing than **Chris Langan's** allegedly abusive and neglectful family network in his hometowns of Bozeman, Montana and Virginia City, Nevada. The best personal networks show caring and interest by questioning, explaining, and encouraging. The best networks are involved in a child's education by encouraging reading, going to parent-teacher nights, making sure homework is done and books are read, asking what's happening in

the child's classroom and neighborhood street corners, encouraging extra curricular activity on the soccer fields and in the chorus or orchestra, from chess clubs to theatre performances. The best networks show someone the importance of asking questions, how to take advantage of an opportunity, and manage risk. The best networks encourage the discouraged, and hold accountable the person who is looking for an easy way out. The best networks bring out the best in each of us.

Yet, 'practical intelligence' does NOT guarantee success. Behavioral scientists, who study successful people, claim

“ internal focus”
or
“willpower”, “grit”
**is a determining factor
for success.**

If you accept the fact that all people face adversity, disappointment, and/or failure sometime during life, then why are some people able to overcome obstacles that defeat others? Research psychologist **Roy Baumeister** claims the reason is “*willpower*”. For successful people, “*willpower*” is their greatest attribute; for the unsuccessful, many of their problems are caused by the lack of it. **Ron Brafman**, in his book “*Succeeding When You're Supposed To Fail*” makes a similar claim. “*It's the ability to tunnel*”. Tunnelers have “*internal focus*”. No quitting; they persevere. Tunnelers find a way to overcome adversity. Instead of an external focus blaming others for problems, tunnelers' focus internally, accepting responsi-



Former Providence Mayor David Cicillini, now US Congressman, presented Marta Aparicio with an Achievement Award during her senior year at Hope High.

bility for their own destiny by making positive choices like *“pursuing education, mastering new skills, seeking new opportunities, and networking with the right people.”*

2010 Hope High graduate, **Marta Aparicio**, has always had **‘internal focus.’** Rather than blaming others for the adversity she faced as a youngster, Marta found a way to fulfill her dreams. Living on her own while attending Hope High, Marta worked 30 hours a week at Miriam Hospital to support herself and buy her own health insurance while still working hard in school to become the valedictorian of her class. Marta found time to do community service. She received a full scholarship to prestigious Georgetown University in Washington, D.C. where she was a double major in Sociology and Government with a minor in Spanish. She earned a 3.3 GPA and studied in Spain in 2013. Marta readily admits *“it wasn’t easy. My classes were filled with smart students, many from affluent families who went to private schools. I*

had to find a job to support myself at Georgetown. I studied very hard, sometimes all nighters. I just found a way to get it done.” It seems Marta has. She graduated from Georgetown University in 2014.

There is another kind of intelligence, recently acknowledged as critical for 21st century ‘success’. It’s

creative intelligence.

In a July 2010 edition of *Newsweek Magazine*, investigators Po Bronson and Ashley Merryman shared the findings of a recent IBM poll of 1500 CEOs. These company leaders identified creativity as *“the No. 1 leadership competency of the future!”* Here’s an excerpt from the March 8, 2010, issue of Business Week Magazine: *“we’re witnessing the emergence of a creative society, a world in which*

***‘creativity’,
rather than
‘productivity’
is the driving force
for success.’***

The opening paragraph of a *Wired Magazine* article in September of 2012, read:

***“If you really want
to succeed,
you have to be
a genius
at working with other people***



Entrepreneurs Hayley Barna (left) and **Katia Beauchamp** (right) co-founded *Birchbox*. Users pay an online monthly subscription fee to receive a box of four to five samples of makeup or other beauty related products. These products include skincare items, perfumes, organic based products and various other cosmetics. Birchbox's subscribers then choose to purchase the full-sized product of whatever sample they've grown to like from the Birchbox website afterward. Birchbox currently has over a million subscribers and more than 800 brand partners. In October 2014, Birchbox partnered with Soldsie to launch their first Instagram shop. The shop allows Instagram users interested in Birchbox products to purchase directly through Instagram by leaving a comment on a photo with the hashtag #birchboxcart. (wikipedia)

*to
collaborate
and
creatively
generate ideas”*

*collaboration,
empathy,
and creativity -
are the abilities
that matter most now!”*

Best selling author **Daniel Pink**, claims the

*“abilities found
in the left side of the brain -
SAT ability -
are no longer enough!
Abilities found
in the brain's right side -*

Many of us think **creativity** is art: painting, sculpture, music, film, and fashion. But in the context of **'success'**,

**creativity is
the ability to innovate,**

to think of unique solutions to problems, imagine opportunities, invent a new application,

write a new joke or poem, create an outrageous hairstyle or wearing a new ensemble of clothes; it's all creativity and it serves us well in our quest for success. Fortunately, we're all born with a creativity. The great artist **Pablo Picasso** said "*all people are born artists.*"

**The challenge is finding
courage
to express your
creativity.**

In the December 2009 issue of *Psychology To-*

day, psychologist Mihaly Csikszentmihalyi shared his study of successful people and found **success** often came from a willingness to try new things, often contrary to one's nature, and not worrying about negative consequences. "*If a young woman usually dresses very girly, she'll try dressing like a tomboy. If someone is always a busy-bee, they slow down, take it easy for a while, to simply think or try something new. These experiences often inspire a person to come up with a great idea.*" The first step to increasing one's **creativity** is believing you can. A strong personal network can give you confidence to trust your instincts to take a risk and not worry about failure or reproach. Michele and Robert Root-Bern-



Poshmark founder Tracy Sun. Poshmark provides women a platform to sell their clothing and accessories and purchase items from other users. Poshmark also invites users to attend Posh Parties, an in-app and offline feature coined by the company to describe real-time shopping events centered on a specific trend or set of brands. According to its 2013 annual report, over 1.5 million items have been sold in its mobile fashion marketplace. Companies like Coach, Tory Burch and J. Crew are some of its top-selling brands (wikipedia)

stein, co-authors of *Sparks of Genius*, claim understanding that mistakes teach valuable lessons is key to unlocking one's creativity. *"Just about anything we do can be addressed in a creative way, from personal hobbies to work."*

Daniel Pink, in his next book *Drive*, claims the best motivation to be creative comes from doing something we like to do. When you're passionate about doing things you like to do, **creativity** flows. Educational psychologist **Donald Treffinger** adds **creativity** is displayed when reaching out to others, more creative than ourselves, to solve a problem. *"The key to success is to risk thinking unconventional thoughts. Convention is the enemy of progress."* (inventor **Trevor Boylis**). One of the best

*examples of
motivation
driving **creativity**
and success*

*is
Shawn Corey Carter,
better known as
Jay-Z,*

successful rapper and businessman.

Jay-Z became fascinated by a Brooklyn acquaintance named '**Slate**', *"an older kid who barely made an impression until he started rhyming and then everyone became mesmerized. He rhymed about the sidewalk, the benches; then he'd just start rhyming about the rhymes themselves. A crowd gathered around him, and he was alone in the center. I was dazzled. 'That's some cool s...'*

was the first thing I thought. Then: 'I could do that.' That night, I started writing rhymes in my spiral notebook...later, I connected with an older kid who had a reputation as the best rapper in my Project - Jaz was his name - and we started practicing our rhymes into a heavy tape recorder with a makeshift mic.... I saw it as an opening, a way to recreate myself and re-imagine my world...everywhere I went I'd write. I'd break out my binder and write the rhymes. I didn't care if my friends left me.... I had to get it out..."

There is credible research from **E. Paul Torrance**, a pioneer in creativity analysis, showing *"people who try to be creative in their childhood are three times more likely to be successful than those with simply a high childhood IQ"*. From his report, *"Tests of Creative Thinking"* cited in the aforementioned Newsweek article, Torrance



Successful businessman and investor, Jay-Z

actually predicted kids future creative accomplishments when they were still children! *“Those kids who came up with more good (creative) ideas on his (Torrance’s) tests grew up to be entrepreneurs, inventors, authors, doctors, diplomats, and software engineers.”*

***“The ability to
create,
to innovate,
is the
‘secret sauce’ of success”***

according to researchers Jeffrey Dyer, Hal Gregersen, and Clayton Christensen in the December 2009 edition of the **Harvard Business Review**. In other words, creative people have an advantage in the pursuit of ‘success’!

In the Harvard Business Review article entitled *“The Innovator’s DNA,”* Syer, Gregaersen and Christensen, after a 6 year study, identified **6 common characteristics of creative people:**

1. **Great observers:** creative people focus and listen better than most; as a result, they’re able to detect the smallest details to gain insights otherwise missed. These often missed details prove invaluable in one’s pursuit of success .

2. **Willing to experiment:** they are unafraid to try something new and don’t worry about failure or making a mistake. Creative people believe *“mistakes are nothing to be ashamed of; they’re part of the cost for ultimate success.”* Creative people take risks like speaking in front of a group, taking a class that’s different



Don Thompson (born March 30, 1963) is an engineer and business executive who was the President and Chief Executive of the McDonald’s Corporation from 2012 until 2015. He retired from McDonald’s in 2015. At McDonald’s, Thompson designed robotic equipment for food transport and made control circuits for cooking. In 2007, Thompson stepped into the role of Chief Operating Officer for the global corporation, and on July 1, 2012, he became President and Chief Executive Officer (CEO) of McDonald’s Corp

from their normal interests, or listening to different music; they’re willing to step out of their comfort zone to learn new lessons, often times about themselves.

3. **Networkers:** creative people understand the benefits of meeting people different from them. Creatives are comfortable with diversity; *“they go out of their way to meet others with different ideas and perspectives to extend their own knowledge.”* Creative people are interested in different perceptions and ideas. Creatives are curious!

4. **Ability to ‘connect the dots,’ i.e. associating:** creative people have the uncanny *“ability to connect seemingly unrelated questions, problems, or ideas from different fields.”* For example, the **Medici** family of Florence, Italy,

used their wealth, starting in the 1300s, to bring together a variety of people from different parts of the known world with different skills – sculptors, scientists, poets, painters, philosophers, and architects. *“As these individuals came together, new ideas blossomed to spawn one of the most creative periods in world history, **The Renaissance.**”*

5. **Unafraid to ask questions:** *“The most important and difficult job is not to find the right answers, it’s to find the right questions” (Peter Drucker).* Creative people are comfortable asking them- *“if we do this, what will happen?”* Creative people have the courage to be curious and inquisitive.

6. **Stick-to-it-tiveness!:** Successful people don’t give up! They persevere!



Ursula Burns, former Chairman and CEO of the Xerox Corporation. In 2014, Forbes rated her the 22nd most powerful woman in the world. Burns was raised by a single mother in the Baruch Houses, a New York city housing project. Both of her parents were Panamanian immigrants. She has a bachelor of science degree in Mechanical Engineering from New York University Polytechnic School of Engineering in 1980 and a master of science in Mechanical Engineering from Columbia University a year later. In 1980, Burns first worked for Xerox as a **summer intern**, permanently joining a year later, in 1981, after completing her master’s degree.

And, **IT’S NEVER TOO LATE!** History repeatedly proves

**it’s never too late
to be successful!**

People achieve success at different times during their lives. Some start early, others start late. Some sustain success over time. Others, achieve success early only to lose it; the most successful always find it again.

The key is ‘hope’.

Thomas Edison, one of America’s greatest inventors of all time holding over 1,000 patents, was expelled from the first grade because his teacher thought he was learning disabled. **Charles Darwin**, another genius of the Bridge Period, was told by his father *“you’ll be a disgrace to yourself and our family”* because of wasted time catching rats and shooting dogs! For more contemporary examples, basketball superstar, **Michael Jordan**, wasn’t even the best basketball player in his family; his older brother Larry was. Jordan didn’t make his high school varsity basketball team in his sophomore year; his best friend and classmate Roy Smith did. *“If Michael Jordan was some kind of (basketball) genius, there had been few signs of it when he was young”* writes **David Halberstam** in his Jordan biography *“Playing For Keeps”*.

But at some point, something happens.

**Something suddenly
inspires us**

to develop the talents we're born with. "*Talent is not a thing; talent is a process*" writes **David Shenk** in *The Genius In All Of Us: Why Everything You've Been Told About Genetics, Talent, and IQ Is Wrong!* **Success** requires "*an uncommon level of motivation. Inspiration may sprout..... Your (inspiration) may come from... a rivalry,*"

**a constant drive to prove
doubters wrong,...**

"a fear of failure. Or, it may come from finding



When NFL Football Coaches were selecting college players for their teams for the next season, all teams ignored **Tom Brady** until late in the 2000 NFL draft. Several other college quarterbacks were chosen ahead of Tom Brady. Brady was hurt and insulted. Brady was eventually chosen by the Patriots late in the 6th round of the draft. As a result, he has always felt he had something to prove to all the football experts who questioned his ability

something you love to do."

**Once a person is inspired,
they become motivated
to WORK HARD
toward a specific goal.**

**Motivation gives
purpose to hard work.**

"All successful artists and thinkers are hard workers" claimed **Friedrich Nietzsche**, the great German thinker and philosopher of the Bridge Period. No one worked harder, practiced smarter, or welcomed failure more than **Michael Jordan**,



Coach Bill Belichick. Before he was coach of the New England Patriots and proclaimed the 'greatest NFL football coach ever,' he was the coach of the Cleveland Browns football team. Belichick was fired from this job as the Browns coach after a few years.



Abraham Lincoln: Failed businessman, failed Illinois state politician who, despite earlier failures, eventually became America's greatest President

Tom Brady, Thomas Edison, Jay Z, Beyonce and many other successful people. Successful people are seemingly never satisfied. They constantly critique their own performance. Daily disappointment, mistakes, and failures never stop them; mistakes and failures are part of the process and propel successful people to greater levels of success. Successful people *"never quit ; they persevere, dust themselves off after failing, and try again, and again and again"*.

Jay-Z grew up in the one of New York's most notorious housing projects in the Bedford-Stuyvesant neighborhood of Brooklyn "hustling" and was often in trouble with the police. Today, Jay-Z is a successful entrepreneur, businessman, hip-hop entertainer, part owner of the **NBA's Brooklyn Nets** and **Rocawear** clothing line,



Jay-Z (left) greeting friend, and fellow investor, **Warren Buffet**. The multi-billionaire Buffet is part of Jay-Z's network.

and philanthropist giving \$1,000,000 to the Red Cross to help the victims of Hurricane Katrina. He's married to entertainer **Beyonce Knowles** and frequently collaborates with such national icons as billionaire investor **Warren Buffet** and **American President Barack Obama**. Jay-Z net worth in 2010 was estimated at \$450,000,000. *"Making music is work....and without work, the magic won't come"* he said in his 2010 memoir *"Decoded"*. *"Success is about willpower... human potential and character"*

Just because success comes early to some, lifetime success is never guaranteed. History is full of early success stories that never endured the test of time: the music group **Los del Rio** had one hit song, *"Macarena"*; the once successful energy company, **ENRON**, named *America's Most Innovative Company* by Fortune Magazine from 1996 to 2000, filed for bankruptcy in December of 2001 and their highly acclaimed president, **Kenneth Lay**, indicted by a grand jury.

You may remember a very smart or super athletic friend who was not able to maintain their level of success later into their life. History's lesson of

success is its uncertainty as well as its enduring possibility.

Even after years of failure or mediocrity, inspiration and motivation make 'success' a lifelong possibility.

Maria Bartiromo, a highly respected and very successful business journalist from the Fox Business network, writes in her 2010 book, *The 10 Laws of Enduring Success*, "life is a seesaw. **Success is fleeting, you can never count on keeping it once you have it. It's possible to lose it all - through your own actions or through circumstances beyond your control. But at times, we see people come back and that inspires optimism.**" Steve Jobs, Bill Belichick, and Abraham Lincoln are all shining examples of **success following failure.**

And what about the ethics of success?

During our own pursuit of success, we should think about 'how' success was achieved. From Henry Ford to Theodore Roosevelt, from Sanford Dole to our own, was anyone taken advantage of or hurt in the pursuit of success? Your answer will ultimately affect your attitude of what opportunities to accept and pursue and what we truly believe can be called 'success.'

Ask yourself -



President Bill Clinton (right) and White House aide, **Monica Lewinsky**. President Clinton was impeached during his Presidency for lying under oath about his relationship with Ms Lewinsky.

do ethics, honesty and doing the right thing, need to be part of your success?

I'll be curious to hear your thoughts about ethics and its relationship to success. How important are ethics - honesty, respect and doing the right thing - to your success?

Finally, there is one more phenomenon helping people become successful. Exercise.

Yes, regularly scheduled, aerobic exercise!

Walking. Jogging. Swimming. Dancing. Yoga. 2 times a week; 3, 4 or more times a week; what-

ever a person is comfortable doing. You don't have to be an athlete to benefit from exercise; just a commitment to exercise regularly to elevate your heart rate and sweat. Anyone can do it. Everyone should; the benefits are too compelling to ignore. There are many scientists to-

changes your brain.” Dr Wendy Suzuki in her 2015 book *“Healthy Brain, Happy Life: A Personal Program to Activate Your Brain & Do Everything Better”*, *“aerobic exercise increases a wide range of different brain hormones and neurotransmitters like dopamine, serotonin and*



day studying the effects of aerobic exercise on brain functions. In a March 2012 report in *US News and World* report on Health, reporters Deborah Kotz and Angela Haupt listed several positive effects from regular exercise.

“Exercise is the single best thing you can do for your brain ”

says Harvard Medical School psychiatrist **John Ratey**, author of the book, *“Spark: The Revolutionary New Science of Exercise and the Brain.”* *“Even 10 minutes of activity*

endorphins, all of which have been shown to have a positive effect on mood,.....learning, creativity, self esteem, memory, attentiveness and providing some relief for tension and stress.” The same previously cited *US World and News Report* research suggesting sweat inducing exercise, burning 350 calories three times a week, can reduce symptoms of depression. *“A 2010 study also found that three sessions of yoga per week boosted participants’ levels of the brain chemical GABA, which typically translates into improved mood and decreased anxiety. Yoga can be used to complement—not substitute—drug treatment for depression, the researchers said.”* I hope this brief

mention of the benefits of exercise will have you consider making regular, aerobic exercise part of your schedule during your quest for success. So, there it is, our story and hopefully a credible recipe for your success. It's now up to you. You certainly have the ability. It comes down to a choice of whether or not you wish to commit to what's necessary to be the success you aspire to become: **the right attitude!** And, **focus or willpower, curiosity, a strong network of successful people, creativity, hard work, regular exercise, and a willingness to get out of your comfort zones.** Another way to put it is:

*Success is a destination.
Hard work is the vehicle for
getting there.*

*Choice is the key to get your vehicle started.
Attitude is the vehicle's fuel or energy;
the correct mindset that keeps you going,
to persevere through
the ups and downs,
the hills and valleys,
tempering the disappointment
of our mistakes and failures,
and, as importantly,
the euphoria of our victories;
Your network is your GPS system,
giving you information and advice
on the best route to take.*

*Risk, ultimately, is the speed you travel
and the eventual route
you decide to take to reach
your destination.
It goes without saying,*

*some speeds and routes are
more dangerous than others.*

*Finally,
the more creative you can be
with your vehicle, network, speed,
risk and route,
the greater your chances for
being successful.*

**People with willpower,
practical intelligence
and
a strong network
of
the right people,
always seem
to make the best decisions
for success.**



Silvia Lagnado, Executive Vice President and Global Chief Marketing Officer, McDonald's

'Successful people' like Hope High School's Marta Aparicio, Raymond Perez, Fernando Perez, and Jason Roias have much in common with successful people like Barack Obama, Arnell Milhouse, Oprah Winfrey, Candace Owens, and Silvia Lagnado.

From **Marta** to **Silvia** and **Arnell** in between, **the choices they've all made throughout their lives have enabled them to become the successful person they are.**

**Are you ready
to create your plan
for success?
Are you ready to take
measured risks,**

**get out of your comfort zone,
exercise,
build a network of
people with diverse interests,
skills,
backgrounds
and
ethnicities,
who look like you
and
don't look like you ,
all of whom have
good values
and
empathy
with a commitment to hard work?**



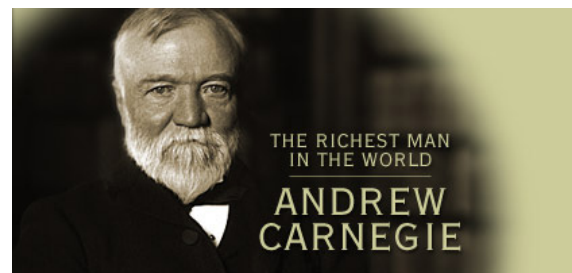


This textbook serves as a gateway to numerous stories of American success. *The Bridge Period of America* focuses on the United States of America's quest for 'success' following the devastation of the country's Civil War. Previous historical periods were preoccupied with more pressing matters like 'freedom' during the Revolutionary War and 'survival' in the Middle Period. But after General Robert E. Lee's Confederate army surrendered at the Appomattox Courthouse in Virginia on April 9, 1865, "success", with all its individual interpretations, became the focus for the country and its citi-



Famous broadcast Journalist, Natalie Morales.

zens. Most people after the America's Civil War wanted more than 'freedom' and 'survival'; they wanted to change their quality of life. And they exploited every opportunity, often times each other, to achieve this. Each segment of the American population had different hopes for success following the Civil War which markedly intensified following America's ill fated *Reconstruction* following the Civil War. Southern landowners, their wealth devastated by the war and power usurped by Reconstruction carpetbaggers and scalawags, wished to reclaim what was once theirs. American Indians turned to violence to protect their native lands from the hegemonic American government's insatiable appetite for more land and a bigger empire. Freed slaves and women of all ethnicities simply wanted the civil rights espoused and fought for by Washington, Jefferson, Madison, and the rest of the Founders. Industrialist billionaires like American immigrant **Andrew Carnegie** and John D. Rockefeller competed for massive wealth, Carnegie in steel manufacturing and Rockefeller in oil. Even the American government had aspirations of suc-



cess. Presidents Theodore "*Teddy*" Roosevelt and William McKinley wanted an American empire to challenge the world's greatest empire of that time, the British empire. The United States took over Puerto Rico, Guam, and the Philippines and *Teddy* and his '*Rough Riders*' helped



throw the Spanish out of Cuba and established a Cuban government friendly to America at the end of the 19th century. Hawaii was also 'grabbed' by the American government. The islands were considered a perfect 'gas' station to refuel American ships carrying cloth textiles on route to the bountiful markets of China. American sugar plantation owners in Hawaii, with the aid of the American government, staged a revolution overthrowing the Hawaiian **Queen Liliuokalani** in 1893 and put the president of an American pineapple company on the island, Sanford Dole, as the president of the new nation. Everyone wanted 'more'!

A specific focus or attitude was the driving force within the United States of America during the Bridge Era, emboldening leaders and individual

citizens to take 'risks' to achieve the 'success' they aspired to. Some 'risks' were measured, others were reckless, exploitative, and without ethics.

***'Success' and 'risk'
seem to be
linked;***

in other words, you can't be successful without pushing out of your comfort zone to take some risks. But no successful person ever forgets that 'hard work' is the foundation of all success. All successful people

***'work hard' and 'luck'
seemingly are connected too;
the harder you work, the luckier
you seem to be.***

**No one achieves success
without hard work!**

The other common ingredient in the pursuit of success is

'focus' and 'grit'

to make sure dreams come true. Without it, people give up and abandon their dreams of success. And, you always will be making decisions about 'ethics'. When called upon to make a tough decision, **will you do the 'right thing'**, with honesty, integrity and compassion for others during your quest for success?

I trust you will.

*“You can always substantially
change how SMART you are.”*

Carol S. Dweck, Ph.D., Author of *“Mindset: The New Psychology of Success; How We Can Learn To Fulfill Our Potential”*

This survey simply serves as a status report for you to measure your own progress building and developing a network of successful people you can call upon for advice and support throughout your life.

Fact - most career opportunities in life will come from someone in a person's network.

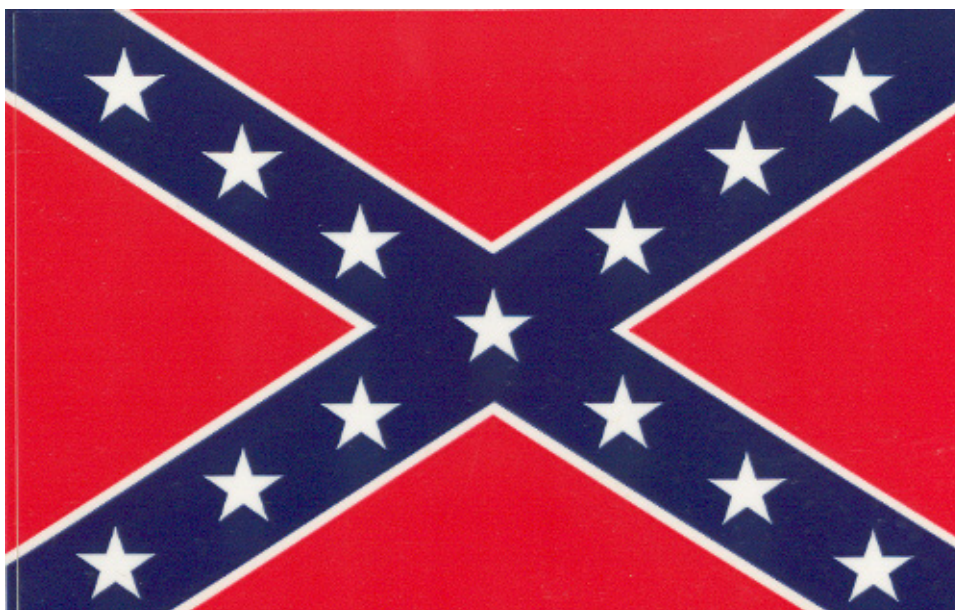
- Name one of the **most important** people in your present network. _____
- Name or describe a **new person you've recently added to your personal network** and explain how this person has enriched your network;
- Has there been a **member of your network** you **decided** could **no longer be part of your present network?** *yes or no* If yes, please explain why you decided to no longer have this person part of your present network
- Give an example of recently extending yourself **out of your comfort zone.**
- Describe a lesson learned from a **recent mistake or failure** which has made you a **wiser or stronger person.**
- Describe a recent decision you made because it was the **'right thing to do.'**
- Give an example of something **creative** you recently did.
- Give an example of a **kind act** you did for a person who needed some kindness.
- Name the **book you are PRESENTLY reading.**
- Have you created a **LinkedIn site?** *yes or no*
- Who is the most recent person you sent a **request to CONNECT** with on LinkedIn?
- Name most recent person you sent a **'congratulations'** message on LinkedIn acknowledging a promotion, new job, or birthday.
- What is the **latest personal accomplishment** you **added to your LinkedIn profile?**
- Name the person in your network you sent an email, text, or written note to saying **'thank you'** for something nice they did for you



Peter Gene Hernandez is an American singer, songwriter, record producer, and choreographer. He has received many awards and nominations, including four Grammy Awards and was named one of Time's 100 most influential people in the world in 2011. His father is of half Puerto Rican and half Jewish descent and is originally from Brooklyn, New York; his mother is of Filipino descent. He signed a contract with Motown Records in 2004 but he was dropped by Motown less than a year after being signed. *"I'd always been a working musician in Hawaii and never had problems paying rent. And then it's like, 'Now I'm in L.A. and my phone's getting shut off.' That's when reality hit. I started DJ-ing. I told this person I could DJ because they said they could pay me \$75 cash under the table. I didn't know how to DJ. I lost that job pretty quick."* He **networked** with the Hawai'i Community Foundation and the GRAMMY Foundation to establish a GRAMMY Camp Scholarship Fund to support the next generation of music makers. He also leads an annual benefit in New York whose goal is to *"fight poverty in New York City"*. Peter Hernandez's stage name is **Bruno Mars**.

Scouting Report: America's Bridge Period

All history is the history of longing” writes Jackson Lears in *The Rebirth of A Nation: The Making of A Modern America, 1877 - 1920*. The longing that Lears writes of, in some part, is **the quest for “success”**. People wanted more. Many wanted to escape the limitations of their lives, something different from the generations preceding them; people didn’t want the same lifestyles as their parents and grandparents. And there was no better time to ‘long’ for a different life than after the devastation of America’s Civil War. Almost **1 out of every 5** southern white men living in the Confederate states, 18 to 43 years of age, died during America’s Civil War; 6% of white Northern men of the same age died. At the same time, thousands of African Americans fighting for the Union or fleeing the chaos and oppression of the South also died.



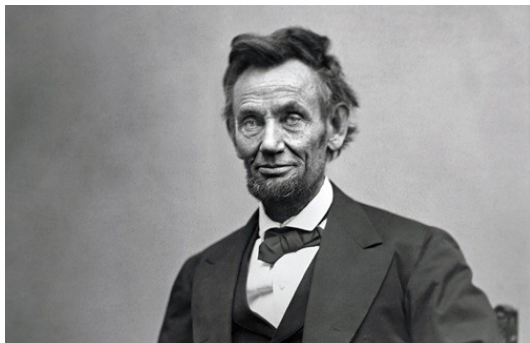
'The Southern Cross,' one of several flags used by the Confederate States during the Civil War.

Whole cities, like **Atlanta**, Georgia, were destroyed. Union General Tecumseh Sherman burned Atlanta and South Carolina's most populated inland city, **Columbia**, to the ground in February of 1865 during his infamous, 'scorched earth' March to the Sea. A retreating Confederate army set fire to **Richmond**, Virginia, the capital of the Confederacy, destroying 25% of the city as the Union army approached in 1865. In fact, most of the infrastructure of the southern states, from railroads to bridges, were damaged or destroyed during the war. The Southern economy was also in ruins. The war destroyed most of the South's farmland. Cotton, sugar, rice, and tobacco production plummeted and did not regain pre-war harvest levels until the 1890's. The Confederate government had confiscated most of the cotton crop for

the war effort during the last days of the fighting. Following the war, the Union took the rest, confiscating about '\$100 million in Confederate property and selling it.' The South's per capita income (the average amount of money earned by each person) fell 39% during the war, and, as late as 1880, Southern per capita income was only 60% of the entire country's average according to Larry Schweikart and Michael Allen in *A Patriot's History of the United States*. Anger and resentment among Southerners was seething following the War. "Every day, every hour, that I live increases my hatred and detestation and loathing for that race (Northerners)" stated one Virginian. "We are no longer wealthy... ..thanks to the Yankees" lamented a former wealthy Mississippi plantation owner. Reconciliation, rehabilitation, and unity would not be easy.



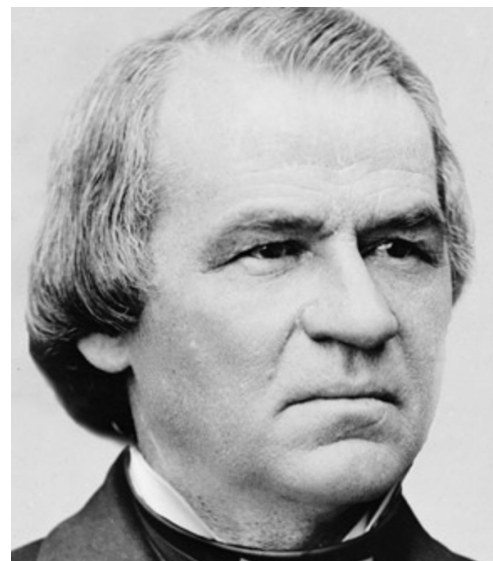
Following the War, President **Abraham Lincoln's** challenge was to rebuild the physical and emotional state of the country, to heal the country's wounds, and unite all Americans in the process. Unfortunately, 5 days after Lee's surrender at the Appomattox Courthouses, **John Wilkes Booth**, one of America's most famous actors, sneaked into the Presidential box at Ford's Theatre in Washington D.C. and shot the President in the back of the head while Lincoln was at-



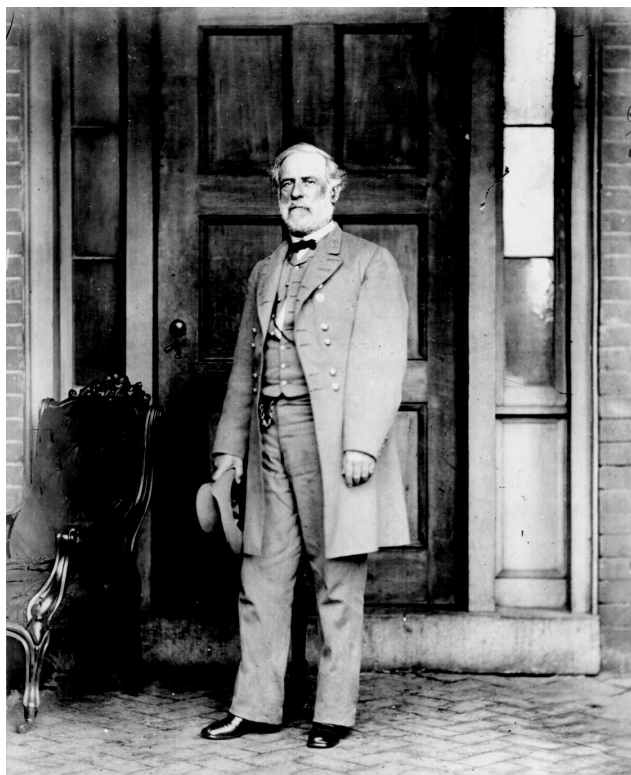
Abraham Lincoln

tending a play.

Vice President, **Andrew Johnson**, a former Senator from Tennessee and the only Southern Senator not to support the Confederacy,



Andrew Johnson



Robert E. Lee



General Ulysses S. Grant

was left to *"heal the nations wounds"*, bring angry Americans together, and rebuild the Southern states destroyed during the war. Heal, Johnson did not. Aggravate, antagonize, and divide he did. Americans of all persuasions were looking for more: African Americans wanted the civil liberties promised by Lincoln and advocated by Frederick Douglass; women looked for those same civil liberties; immigrants wanted the opportunity to work to raise their standard of living; whites of both the North and South sought a return to 'normalcy' to regain pre-War levels of success. Unfortunately for all Americans, Andrew Johnson was not the **'change agent'** to fulfill these dreams.

Days after Johnson assumed the Presidency, he ignored **General Grant's** pardon of **General Robert E Lee** and indicted the Confederate leader in a Virginia court. Grant responded sternly to President Johnson. *"I will resign rather than execute your order to arrest Lee or any of his commanders as long as they obey the orders of their pardon!"* Johnson backed off knowing he would lose any argument with Grant, America's most popular leader following the Civil War. Johnson then turned his vengeance on African Americans. *"This country is for white men and by God, as long as I'm President, it shall be governed by white men!"* Johnson tried to veto the Republican dominated Congress' civil rights legislation for African Americans. Democratic Party newspapers heralded Johnson's white supremacist vetoes and fueled racial tensions especially in the South. **Black codes** were passed in

many southern states severely limiting the rights of African Americans to work in many kinds of jobs, serve on juries (unless a black person was on trial), or even travel to look for a job. Johnson tried to block passage of the **15th Amendment** to the Constitution granting the right to vote to adult African American males. Republican Congressmen stood their ground and passed additional laws to protect African Americans. They passed the **Reconstruction Act** that divided the South into military districts. Military governors were appointed to oversee the southern states and take their orders from General Grant and not the President. Six Southern state governors and numerous other state and local officials were removed from their offices. Many Southern leaders were openly resentful of the Northern based Republicans living in their states and referred to them as “**carpetbaggers**”. The few Confederate leaders, like **Confederate General James Longstreet**, who cooperated with the Union authorities were derisively called ‘**scalawags**’.

The Republican controlled Congress eventually confronted President Johnson.

The House of Representatives brought 11 charges against President Johnson and impeached him in 1868.

The decision to remove Johnson from the Presidency went to the US Senate. Johnson avoided conviction and removal by one vote. Kansas **Senator Edmund Ross** cast the lone vote against Johnson’s impeachment.



Senator Edmund Ross

The **Reconstruction Period** following the Civil War (1865 to 1877) was a time of great accomplishment and shameful transgressions. The laws Congress enacted during the Reconstruction Period established the same rights for freed slaves as whites under the law. Whites and former slaves eventually formed successful coalitions bringing great progress to the former white supremacist led southern states. Blacks voted and held public office. During America’s Reconstruction Period, 1,500 African Americans held public office across the former Confederate States. Constitutions were rewritten by ethnically mixed state legislatures extending civil rights, once exclusively controlled by wealthy, white landowners, to all, regardless of race or economic status. Public schools were started for both races. Real social progress was made during Reconstruction by coalitions of black and white men working

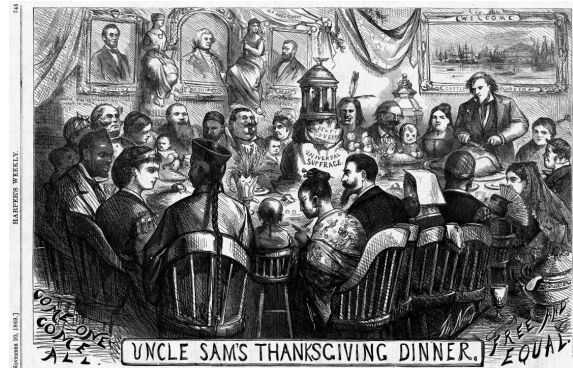
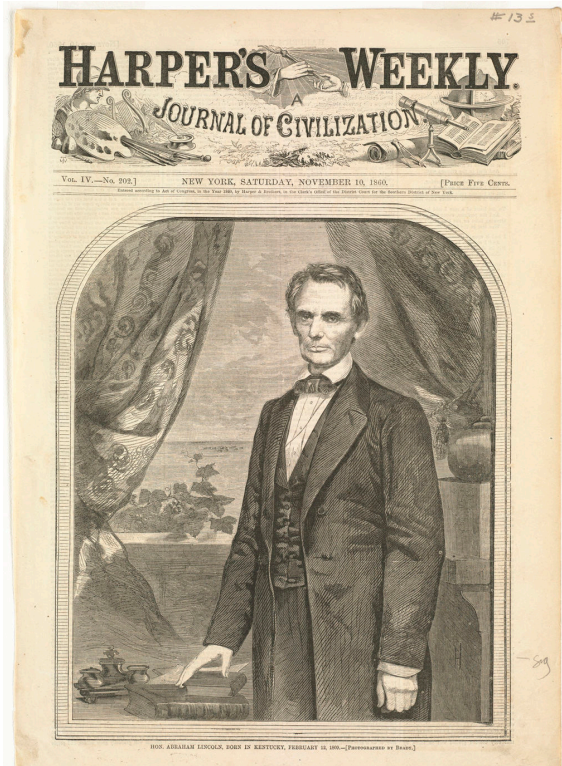
together for the common good. Shamefully, the issue of women's right to vote, although debated, was rejected during this somewhat progressive period. Remarkably, women waited to vote until the passage of the 19th Amendment in 1920!

After Andrew Johnson's demise from America's political scene, the Election of 1868 brought highly popular Union General **Ulysses S. Grant** to the White House. Grant was unanimously nominated by the Republican Party and easily beat New York's Democratic Governor **Horatio Seymour** to become America's youngest (46 years old) and 18th President. Grant had never been elected to public office. He was re-elected in 1872.

Thomas Nast, a talented cartoonist working for *Harpers Weekly*, was the opinion maker of the



Thomas Nast



Nast cartoon supporting the 15th amendment of the Constitution giving former slaves the right to vote n 1870

day. From his depictions of Civil War battles and cartoons supporting President Abraham Lincoln and General Ulysses S. Grant to caricatures lampooning their political opponents and critics of Reconstruction and civil rights for African Americans and American Indians, Thomas

Nast became America's most famous graphic artist and *Harper's Weekly's* most important employee. His cartoons introduced the enduring Democratic party symbol of the **donkey** as well as Republican **elephant** and the jolly round, bearded characterization we now embrace as **Santa Claus**. The newspaper's circula-

tion during Nast's heyday actually tripled to over 300,000 by 1871. Of all the caricatures Nast created, he is most often associated with **William Magear "Boss" Tweed**, the corrupt political leader of New York City's **Tammany Hall** from the 1860s to the early 1870s. Nast's cartoons were launched like missiles from the pages of



("The Usual Way of Doing Things", published in Harper's Weekly on September 2, 1871, depicted a drunk Irishman lighting a powder keg. Nast often portrayed the Irish as dumb and drunken with ape like features in an ongoing quest to undermine Tweed's political machine and one of its critical sources of power, the Irish immigrant community.)

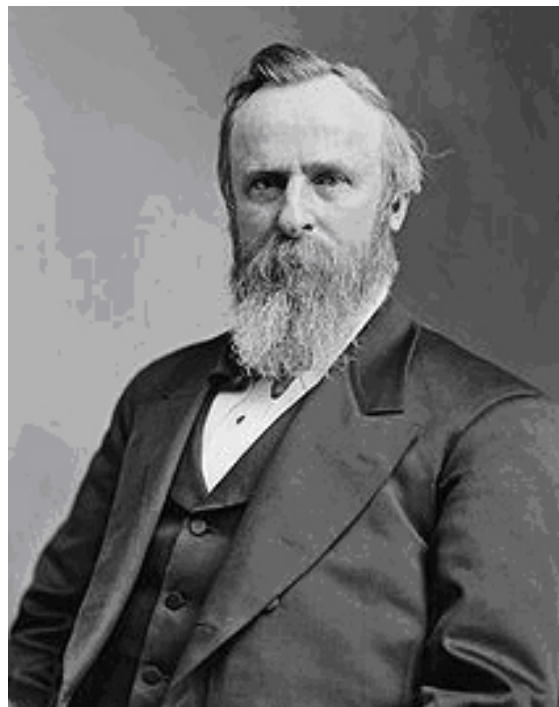
Harper's Weekly into the offices of Tammany Hall. Nast frequently attacked Tweed's largest constituency, Irish immigrants, in his attempt to bring down Tweed's corrupt administration. Nast's cartoons made him rich with a personal fortune of over \$125,000. He earned \$25,000 in 1879 alone, tripling the salaries of US Senators and more than doubling the \$10,000 salary paid the Vice President of the United States. Nast's popularity, fortune, and his apparent success, however, began to erode in the 1880s.

Thomas Nast did not adapt well to change,

resisting the new photo-chemical technology in newspaper printing which required him to abandon the soft pencils he had always used for hand engraving wooden blocks for thin lined ink pens required by the new print technology. Competition from other newspaper artists also emerged, slowly eroding his seemingly exclusive popularity in newspaper cartoons and depictions. His own newspaper asked him to draw fewer political cartoons to reach a wider family audience. *Harper's Weekly* soon began rejecting many of his drawings, an unfathomable possibility just a few years before. As a result, his income plummeted as his popularity faded. As fewer of his drawings were bought by the paper coupled with several bad investments, his savings soon were depleted and he had to sell his home. Nast left Harpers Weekly in 1886. Neither he nor the newspaper ever regained their once pre-eminent position.

The successful coalition of black and white politicians and the social gains made during Re-

construction, unfortunately, came to a screeching halt with the **Compromise of 1877**.



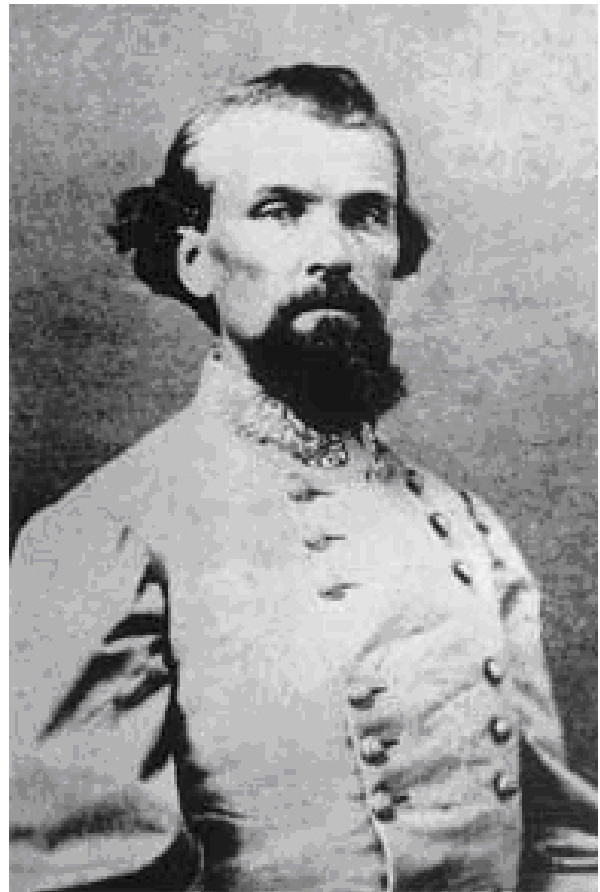
Photograph of President Rutherford B. Hayes by Matthew Brady

This 'compromise' was essentially a 'dirty deal' among politicians

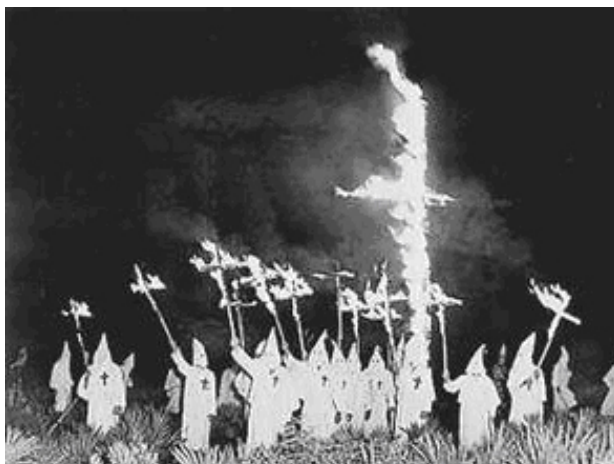
enabling Republican **Rutherford B. Hayes** to beat New York Democrat **Samuel Tilden** in the 1876 Presidential Election. While Tilden had won the majority of popular votes by 250,000 and led Hayes in Electoral votes 184 to 165, he needed one additional electoral vote to officially win. 20 electoral votes, from mostly Southern states, had been contested. As a result of the Compromise 'deal'

a Congressional Commission convened and ultimately voted along party lines, 8 Republican votes to 7 Democratic votes, to award all the contested votes to Hayes thus giving him the Election and Presidency. In return, the Republicans promised to withdraw the federal troops it had deployed in the South during Reconstruction to keep the peace and ensure the rights and protection of African Americans. As soon as federal troops withdrew, angry, white, mostly Democratic Party aligned Confederates took back the statehouses and governments of the Southern states. African Americans, freed and empowered during Reconstruction, given the right to vote and participate in the governing process of their communities, making real social and economic progress, once again became enslaved and endangered. From the end of the 19th century into the 20th, African American rights were routinely usurped. **The Ku Klux Klan** re-emerged embarking on a reign of terror, mostly in the South, against African Americans, Catholics, Jews, and any white person supporting them. Republican Congressman **James Hinds** from Arkansas was assassinated by Klan in 1868. Thousands of African Americans were run off their land, beaten, and murdered by the Klan. In the late 1800s, *“Wilmington was North Carolina’s most diverse, literate and refined city; the majority of its citizens were prosperous, politically involved African Americans”* writes Jackson Lear in *“The Rebirth of a Nation.”* That was until, **Rebecca Latimer Felton**, a white, influential segregationist, revived recessed racism in many white Wilmingtonians during a speech on August 12, 1897. Felton’s speech led to the burning of the city’s African American newspaper, *The Record*, a campaign of terror in African

American neighborhoods, and ultimately the flight of many Wilmingtonian African Americans from their once progressively successful city. In 1896, the Supreme Court of the United States became complicit in American racism with its **Plessy vs. Ferguson** decision effectively legalizing ‘**separate but equal**’ segregation of people by race in America. Separate but equal became the law of the land, more overtly in the southern states, more subtly but just as pernicious in the North. In 1889, African Americans were prohibited from playing in America’s **Major League Baseball** League. In 1911, African American jockeys were prohibited from riding



Nathan Bedford Forrest, former Confederate General, was chosen the Klan’s 1st Grand Wizard, or national leader, in 1868.



Ku Klux Klan rally in 1923

in the **Kentucky Derby** after winning 15 of the first 28 derbies. Segregation's litany of intolerance was ubiquitous and shameful. According to historian **Michael A. Bellesiles**, "*Southern Democrats had succeeded in one of the most significant political maneuvers in American History by creating a ONE-PARTY region of America that consistently block social progress for black Americans for 100 years?*" And yet, Black Americans found a way to rise above this culture of racism imposed by Democrat controlled, white governments of America's former Confederate southern states - Alabama, Louisiana, South Carolina, Mississippi, etc.

**Unfortunately,
American history
scarcely mentions
the accomplishments of
black America
during this 100 year plus era of
Jim Crown racism in America.**

"After Emancipation, blacks set about acquiring the values, habits, and skills to thrive in a capitalist system and the gains were steady and undeniable" writes Wall Street columnist and a senior fellow at the Manhattan Institute, Jason Riley. Successful businesses and schools were created. Families stayed together. Crime fell. **Booker T. Washington** started a black college, **Tuskegee Institute**, in 1818. And, there was **Dunbar**. "For a period of 85 years (1870-1955) **Dunbar High School** was an academically elite, all-black public high school in Washington, D.C.

**As far back as 1899,
Dunbar students came in first
in Washington, D.C.
tests given in both black and white
schools.**

Over the 85 year span, most of Dunbar's graduates went on to college, even though most Americans, white or black, did not" writes world famous economist, **Tom Sowell**. "Dunbar graduates excelled. The first black general (**Benjamin O.**



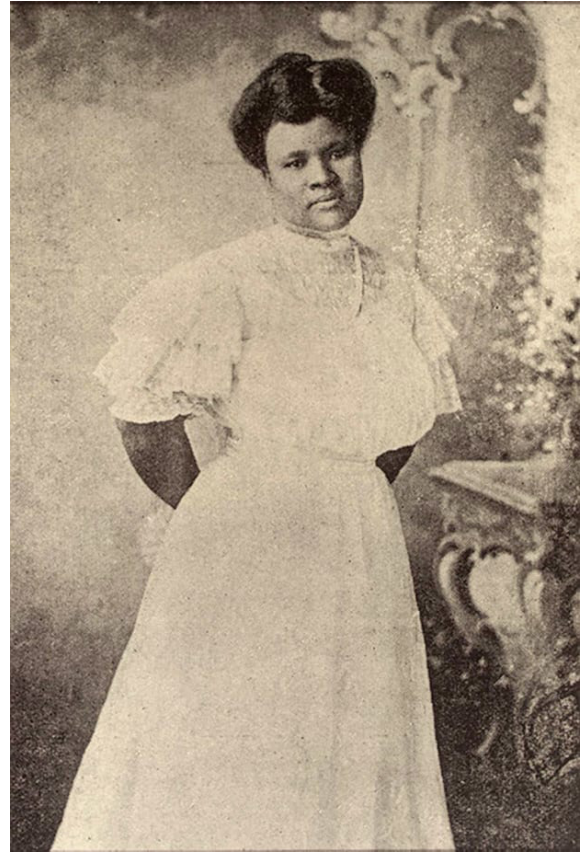
Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University

Davis), the first black federal judge (**William H. Hastie**), the first black Cabinet member (**Robert C. Weaver**), the discoverer of blood plasma (**Charles Drew**), and the first black Senator

since Reconstruction (*Edward W. Brooke*) were all Dunbar graduates.” And, Dunbar was not the only school with these results with black students. **Xavier University Prep**, a Catholic school in New Orleans, Louisiana, has educated, primarily, black students for nearly a century with similar results.

“No other emancipated people in history, even the Russian serfs emancipated in 1861, have made so great a progress in so short a time as post Civil War black Americans”

cites a 1913 edition of the *Negro Almanac*.” Jason Riley writes in his 2019 book *False Black Power*, “in 1865, **black entrepreneurs** were engaged in just 12 different types of businesses including hairdressing, sail making, shop keeping,



Madam C. J. Walker (born Sarah Breedlove; December 23, 1867 – May 25, 1919) was an American entrepreneur, philanthropist, and political and social activist. She is recorded as the **first female self-made millionaire in America** in the Guinness Book of World Records. Walker made her fortune by developing and marketing a line of cosmetics and hair care products for black women through the business she founded, *Madam C. J. Walker Manufacturing Company*. She became known also for her philanthropy and activism. She made financial donations to numerous organizations and became a patron of the arts. **Villa Lewaro**, Walker’s lavish estate in Irvington, New York, served as a social gathering place for the African-American community. At the time of her death, she was considered the wealthiest African-American businesswoman and wealthiest self-made black woman in America. (Wikipedia)

shoe repair, and catering. In 1885, over 200 black businesses were operating in Chicago alone! By 1938, Negroes in the Bronxville section in Chicago owned and operated some 2,600 business enterprises..... In the 1950s, the number of black



The National Negro Business League (NNBL) was an American organization founded in Boston in 1900 by **Booker T. Washington** (second from the left, first row) to promote the interests of African-American businesses. It was recognized as “composed of negro men and women who have achieved success along business lines”.[3] It grew rapidly with 320 chapters in 1905 and more than 600 chapters in 34 states in 1915. In 1966, the League was renamed and reincorporated in Washington D.C. as the National Business League. It remains in operation TODAY. The organization inspired **Robert R. Church Sr. to open Solvent Savings Bank in Memphis, Tennessee in 1906.**(wikipedia)

engineers in New York City alone increased by 134%! The rise in the number of physicians (56%), accountants (200%), lawyers (55%), school teachers (125%), nurses (90%), and social workers (146%)” was significant. Columbia University professor, John McWhorter, adds “as far back as the late 1800s, American cities typically had thriving black business districts and excellent schools in places like Chicago, Washington, D.C., Atlanta, and even New York City’s Harlem neighborhood before the 1940s”.

Adaptability. Grit. Creativity.
Commitment to lifetime learning.
Pushing out of comfort zones.
Risk and change management.
Networking. Brand management.
Empathy.

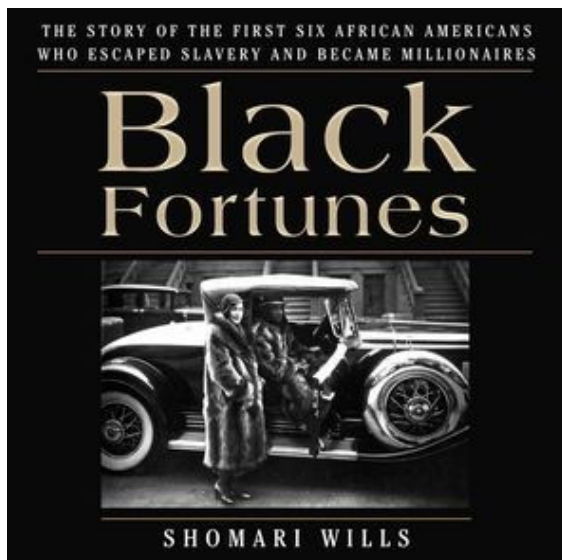
**All these critical life skills for
 SUCCESS,**

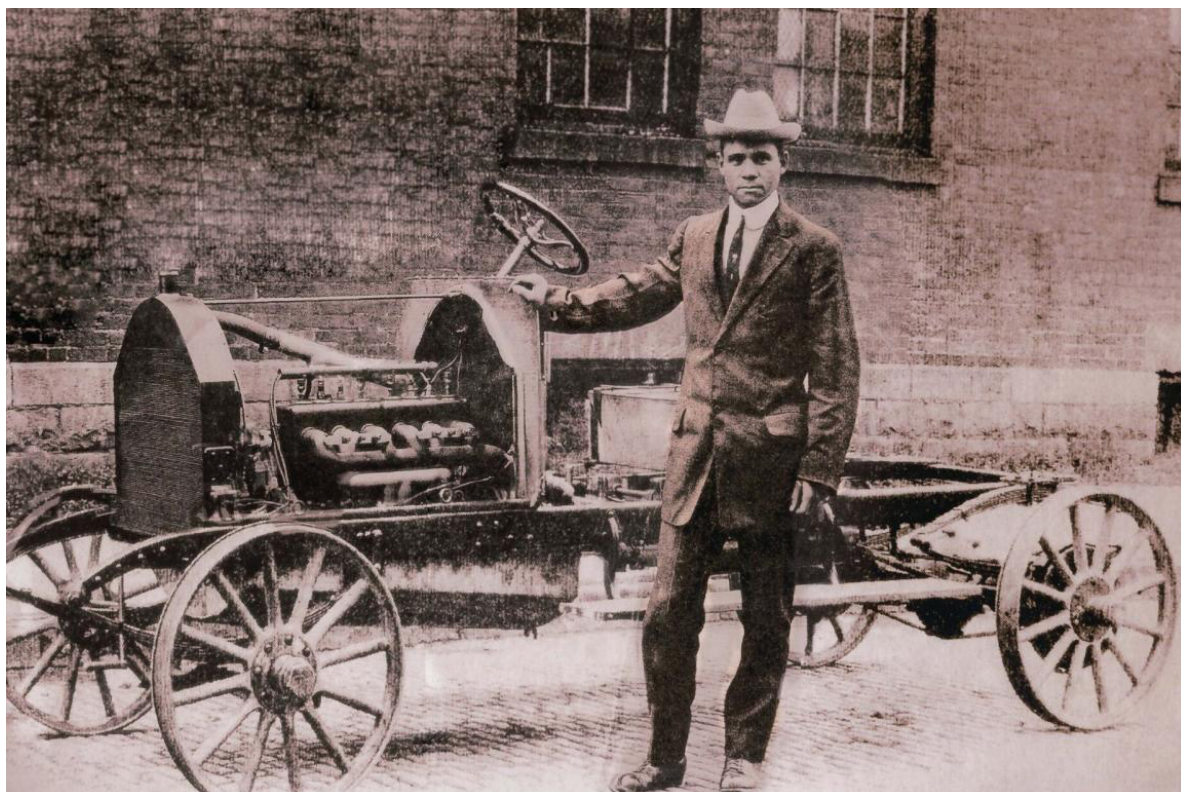


Robert Reed Church Sr. (June 18, 1839 – August 29, 1912) was an African-American entrepreneur, businessman and landowner in Memphis, Tennessee, who began his rise during the American Civil War. He was the first African-American “millionaire” in the South. Church built a reputation for great wealth and influence in the business community. He founded Solvent Savings Bank, the first black-owned bank in the city, which extended credit to blacks so they could buy homes and develop businesses. As a philanthropist, Church used his wealth to develop a park, playground, auditorium and other facilities for the black community, who were excluded by state-enacted racial segregation from most such amenities in the city. (Wikipedia)



Mary Church Terrell (September 23, 1863 – July 24, 1954) was the daughter of Robert Reed Church and Louisa Ayers, both freed slaves of mixed racial ancestry. Mary Church was one of the first African-American women to earn a college degree, and became known as a national activist for civil rights and suffrage. She taught in the Latin Department at the M Street school (now known as **Dunbar High School**)—the first African American public high school in the nation—in Washington, D.C. In 1896, she was the first African-American woman in the United States to be appointed to the school board of a major city, serving in the District of Columbia until 1906. Terrell was a **charter member of the National Association for the Advancement of Colored People** (1909). In 1892, Terrell along with Helen Appo Cook, Ida B. Wells-Barnett, Anna Julie Cooper, Charlotte Forten Grimké, Mary Jane Patterson and Evelyn Shaw formed the **Colored Women’s League** in Washington, D.C. and the **Colored Women’s League of Washington** (1894). She helped found the **National Association of Colored Women** (1896) and served as its first national president, and she was a founding member of the National Association of College Women (1910). Terrell majored in Classics at **Oberlin College, the first college in the United States to accept African American and female students**. The freshman class nominated her as class poet, and she was elected to two of the college’s literary societies. She also served as an editor of *The Oberlin Review*. She graduated alongside notable **African-American intellectuals Anna Julia Cooper and Ida Gibbs Hunt**. Together, these three Oberlin graduates grew to become lifelong colleagues and highly regarded activists in the movement towards racial and gender equality in the United States. (Wikipedia)





Automobile



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THE PATTERSON-GREENFIELD automobile possesses every feature and convenience demanded by modern motoring. It is a wonderful car, appealing for handsome appearance and enduring qualities.

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You are cordially invited to visit our factory. Glad to have you. Glad to show you how good we make the Patterson-Greenfield Automobile. It will pay you to come and look around.

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C.R. Patterson & Sons of Greenfield, Ohio, makers of the Patterson-Greenfield automobile from 1915 to 1918. It was, and remains to this day, the **only African American owned and operated automobile company**. **Charles Richard Patterson** was born into slavery on a Virginia plantation in 1833. Not much is known about his life on the plantation, and historians have to sift through conflicting reports about how he came to settle in Greenfield, Ohio, a town with strong abolitionist sympathies. Some say his family arrived in the 1840s, possibly after purchasing their freedom; others suggest Patterson alone escaped in 1861. In any case, he learned the skills of the blacksmith and found work in the carriage-making trade, where he developed a reputation for building a high quality product. In 1873, he **formed a business partnership with another carriage maker in town, J.P. Lowe, who was white, and eventually became sole proprietor of the renamed C.R. Patterson & Sons in 1893**. It was a **successful business** employing an integrated workforce of 35-50 by the turn of the century, and Charles Patterson became a prominent and respected citizen in Greenfield. His catalog listed some 28 models, from simple open buggies to larger and more expensive closed carriages for doctors and other professionals. In 1915, it announced the availability of the Patterson-Greenfield **automobile at a price of \$685**. In 1929, **the stock market crashed**

and the Great Depression set in. As with many small businesses, sales dried up and loans were hard to obtain. The company, now run by the sons of Frederick Patterson, soldiered on until 1939 when, after 74 years, C.R. Patterson & Sons **closed its doors forever**. (*Our American Story* - Smithsonian)

under the worst circumstances, black Americans embraced for lifetime **success**.

**19th and early 20th century
black Americans were also
committed to
a nurturing, nuclear family,**



Mary Ellen Pleasant (19 August 1814 – 4 January 1904) was a successful 19th-century (1800s) American **entrepreneur, financier, real estate magnate and abolitionist** whose life is shrouded in mystery. She identified herself as “*a capitalist by profession*” in the 1890 United States Census. Mary Ellen attended the Religious Society of Friends, before being baptized into the Baptist faith. She worked on the Underground Railroad across many states and then helped bring it to California during the Gold Rush Era. She was a lover, friend and financial supporter of John Brown and well known in abolitionist circles. After the Civil War she took her battles to the courts and won several civil rights victories, one of which was cited and upheld in the 1980s and resulted in her being called “*The Mother of Human Rights in California?*” (Wikipedia)

i.e. a family with 2 parents and their children, which data proves provides support for a person’s quest for success. Economist **Thomas Sowell** from the Hoover Institute at Stanford University writes

*“most black children
grew up
in two parent families,
even under slavery itself,
and for generations thereafter.*”

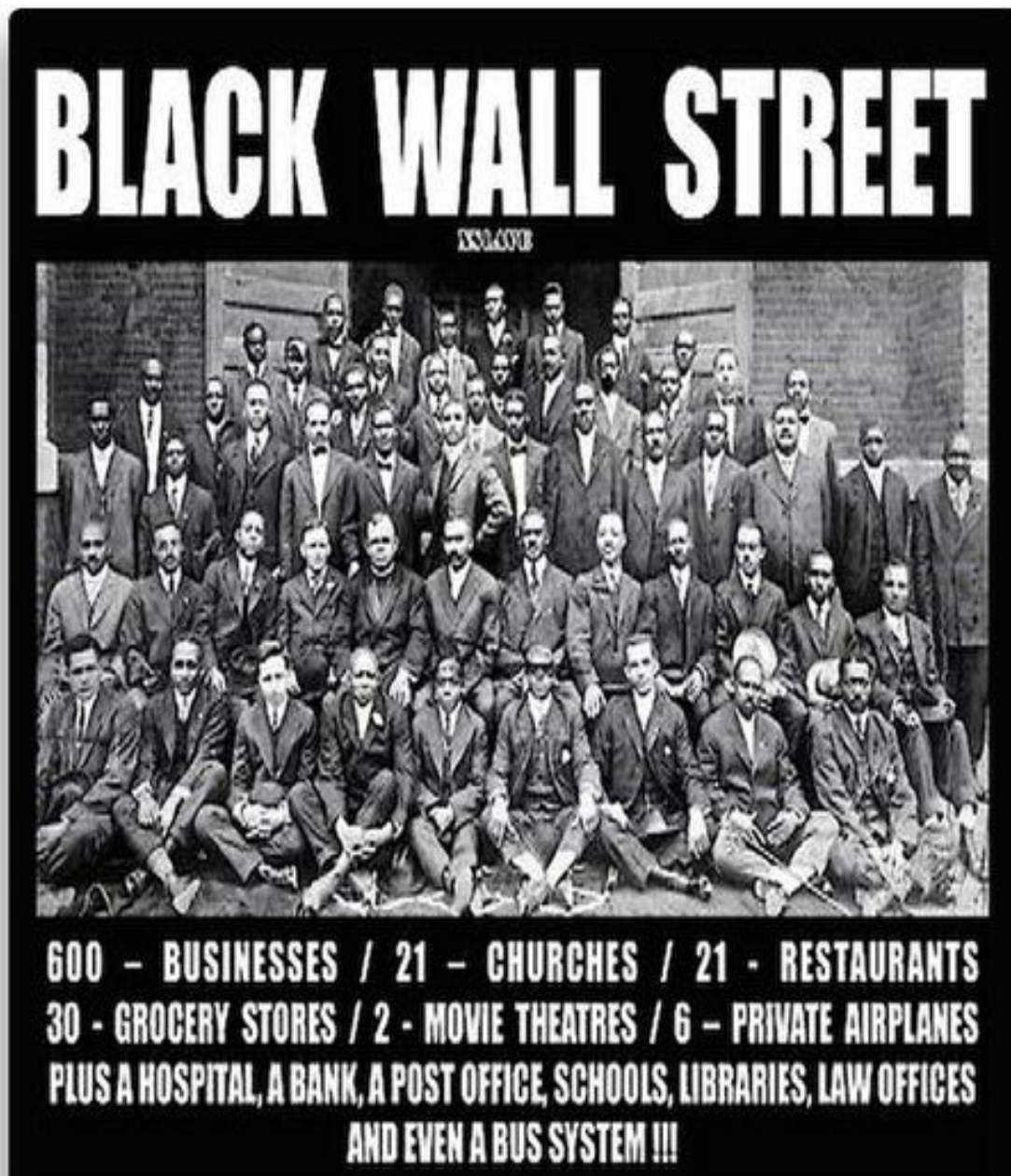
As recently as 1960, 2/3rds of black children were still living in two parent families. A century ago, a slightly higher percentage of blacks were married than were whites.” Jason Riley adds “*black marriages were as long lasting and stable as the marriages of economically comparable whites during this period in history*”.

Despite constant intimidation and frequent life threatening situations of racism, black Americans persevered and found success in post Reconstruction America through to the first half of the 20th century..

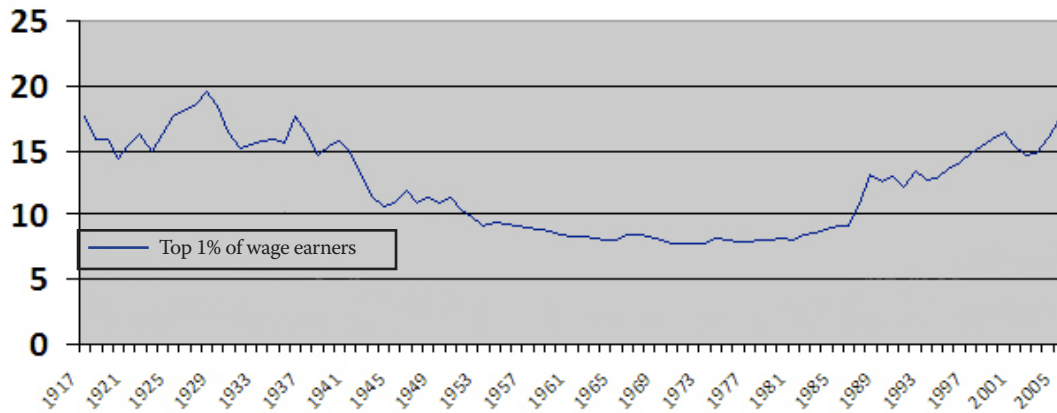
The American economy continued to expand, creating great wealth for some and great frustration for others. By 1915, the people making the most money in America, the top 1% of the total population, earned more than 18% of all the earned income in America; by 1930, the top 1% earned an amazing 23% of all the money made in America! Labor unrest steadily grew throughout the Bridge Period as trade unions (organizations of mostly factory workers) were formed to protect workers from rich and often exploitative

owners. Men like steel tycoon **Andrew Carnegie**, born in Scotland, schemed continuously

against union organizers. Carnegie believed his steel mills actually created better lifestyle for his



Richmond, Virginia, once dubbed America's "Black Wall Street" and "the birthplace of black capitalism." At the turn of the 20th century (1900s), it was one of the most prosperous black communities in the United States, with thriving theaters, stores, and medical practices. Richmond is where the first black banks opened, including one chartered to a former schoolteacher named Maggie Walker—the daughter of a freed slave. The St. Luke Penny Savings Bank, which Walker opened in 1903, made loans to qualified borrowers who were shunned by traditional banks, such as black doctors, lawyers, and entrepreneurs. St. Luke's would eventually merge with other black banks and become Consolidated Bank and Trust.

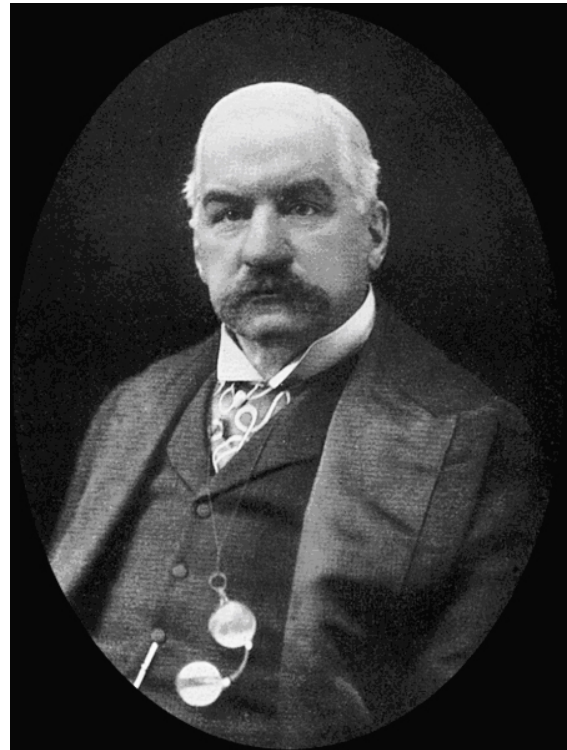


This graph shows how much the richest 1% of all Americans earned from all the money made in America from 1917 to 2005.

“America: The Last Best Hope,” author **William Bennett** writes “his (Carnegie’s) workers put in 12 hour days with only Sundays, Christmas, and the Fourth of July off. A skilled worker might make \$280 a month, but unskilled laborers worked for 14 cents an hour, less than \$50 per month”. The enduring political activist of the day, **Mary Elizabeth Lease**, responded to Carnegie’s exploitation “...if one man has not enough to eat three meals a day and another man has \$25,000,000, the last man has something that belongs to the first”. A strike against the Pullman Railway Company by **Eugene Debs’** American Railway Union was one of 1,300 labor strikes in 1894 alone. But in

1893, in the midst of its worst economic depression, one of America’s most despised tycoons stepped forward to save America from a financial disaster. John Pierpont Morgan

was a Cuban cigar smoking, very successful



John Pierpont “JP” Morgan

American banker, investor, and deal maker. One of his most significant deals was arranging the merger of Edison General Electric and Thomson-Houston Electric Company to form Gen-

American Life in 1900

Total Population:

76,000,000

Economy:

**World's Richest
Country**

Income:

**\$4,200 AVERAGE
ANNUAL INCOME**

Jobs:

- **53 working hours a week** (average job); 6 days a week; 38% of all jobs on farms!
- Few people retired from jobs; worked until couldn't do the job anymore.
- Most women (81%) were home-makers: cooking, cleaning clothes, child care, etc;
- 1 in 5 children (20%) between the ages of 10 and 15 years old had a job.
- No 'unemployment assistance' to support anyone who lost their job
- 5% unemployment
- Work place injuries high: example - 1,500 coal miners died; 2,500 railroad employees died. Few laws protecting worker safety.

Technology:

- **ONLY 3% OF HOMES HAD ELECTRICITY; 5% OF FACTORIES HAD ELECTRICITY;**
- **15% OF HOMES HAD FLUSH TOILETS.**

Temperance:

½ OF THE TOTAL POPULATION AVERAGED 2 HARD DRINKS (E.G. WHISKY) A DAY!

Life expectancy:

47 years old

Family:

80% OF FAMILIES HAD FATHERS AND A STAY-AT-HOME MOTHER

Infant mortality:

147 out of 1,000 babies born died (mostly from pneumonia and whooping cough)

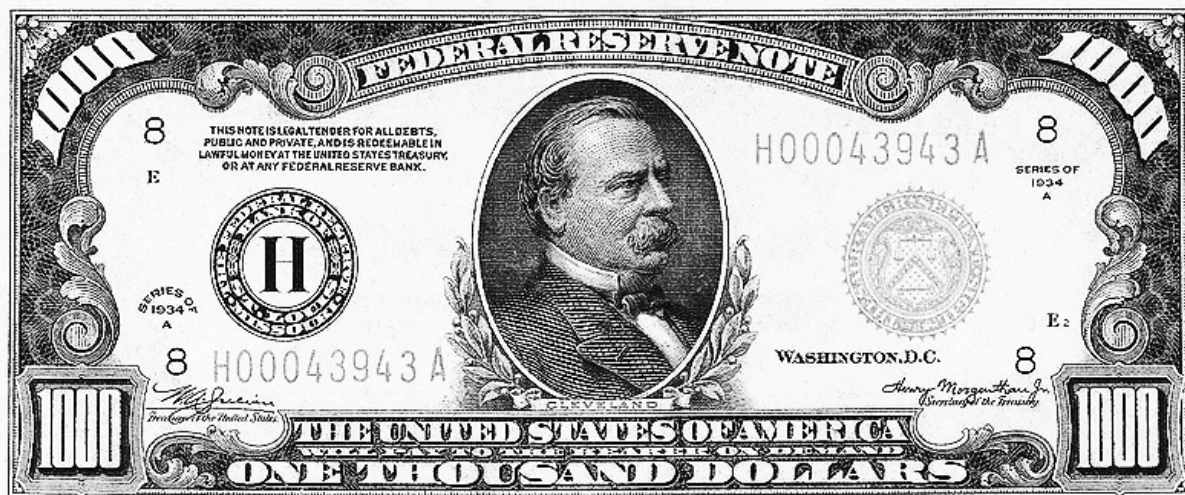
Literacy:

- Only 10% of all Americans could read and write!
- **average education level was 8th grade**
- Only 7% of all Americans graduated from high school.

Electric (GE). He also merged the Carnegie Steel company with several other steel and iron businesses to form **United States Steel Corporation**, the largest steel manufacturing company in the world. At the beginning of the 20th century, Morgan was one of the wealthiest men in the world! He consistently took over troubled businesses and made them profitable. In 1896, he loaned money to **Adolph Simon Ochs** to purchase the financially troubled *New York Times*. The Times soon set the standard for outstanding

people straight in the eyes, as if daring each person to notice his physically deformed nose.

Fear and panic gripped America as the economic depression continued into 1895. **President Grover Cleveland**, former Governor of New York serving his second albeit non-consecutive term as President, found himself in a quandary soon after his election in 1896. America's currency was supported by gold. Any person could purportedly trade in their cash for gold. But at



President Grover Cleveland on the United States \$1,000 bill

journalism and arguably became America's pre-eminent and most successful newspaper.

J.P. Morgan was a large man with massive shoulders, penetrating eyes that seemingly looked into one's soul, and a large head featuring a hideously ugly, dark purple nose caused by the skin disease rosacea. But Morgan's unsightly nose, which often drew snide comments from afar, never deterred him. While he didn't like to appear in public, when he did, he always looked

this moment in time, the United States Treasury did not have enough gold to support its credit demands. Cleveland and others worried about a run on the banks with people demanding a gold for cash exchange. America was on the brink of a disaster. Knowing the country didn't have the means to solve this problem, Cleveland was reluctant to reach out to money-men like Morgan who clearly antagonized labor unions and farmers who saw him as the exploitative tycoon.

In a complete reversal of the United States government bail out of Wall Street in America's 2008 recession, a J.P. Morgan led Wall Street contingent volunteered to loan the United States government \$65 million in gold to quell the country's panic in 1895.

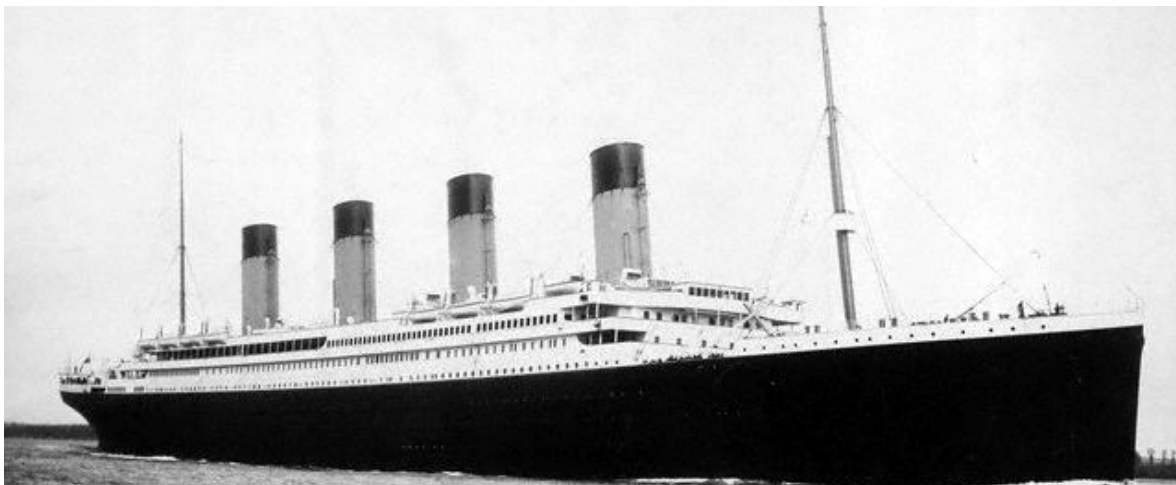
Morgan was prepared to give Cleveland \$100 million. Cleveland declined believing the public perception may change from Morgan helping the government with a loan to an actual take over of the US Treasury! Morgan kept his word. *"It was all about a man's character"* he said. As soon as the news traveled through the telegraph lines to New York and London, the run on the nation's gold ended and the US Treasury and economy stabilized. The danger passed only to resurface during Theodore Roosevelt's Presi-

dency

in 1907. Once again, Morgan bailed out America.

He called 50 of the nation's bankers to his library on a Saturday evening and didn't let anyone leave until the morning of the next day after getting promises from each for a donation to fund a \$25 million bailout package. By November of 1907, the panic passed. As before, some politicians and public criticized Morgan's far reaching influence. Morgan left the country during the furor for a European art buying vacation. In Italy, he contracted a fever and died on March 13, 1913 at the age of 75. An interesting anecdote about Morgan: J. P. Morgan was purportedly scheduled to be on the maiden voyage of the **RMS Titanic** on April 12, 1912; he cancelled at the last minute.

In an attempt to prevent future control of the U.S. Treasury and thus the American economy by big banks and investors like Morgan,



RMS Titanic, departing for the first and only time, from Southampton, England on April 10, 1912

the United States government established the **Federal Reserve System** in 1913 which essentially became the United States government's bank controlling the nation's money supply. Ironically, Morgan supported the idea. Newport, Rhode Island became the summer playground of the rich and famous. Some of the America's richest families, the **Vanderbilts, Astors, Berwinds, and Wideners**, built "cottages" looking more like European castles for their summer vacation homes. **Cornelius Vanderbilt II** spent \$7 million dollars between 1893 and 1895 to build **The Breakers**, a 70 room, 65,000 square foot palace, overlooking the Atlantic Ocean on Parisian-like **Bellevue Avenue**.

Newport, Rhode Island became a metaphor for the country

representing the stark contrast between the great wealth and poverty of Americans. While the **Astor, Wetmore, Vanderbilt, and Berwind** men spent the weekdays in their Boston, New York, and Philadelphia offices, their wives and daughters ruled Newport making their July and August rounds at **Newport Casino** fashion shows, swimming at **Bailey's Beach** "*in a stiff, woolen swimming outfit*", or at various shops and boutiques along fashionable Bellevue Avenue. When husbands returned on the weekends shamelessly self absorbed at **The Newport Country Club, The Reading Room** men's club on Bellevue Ave, a **New York Yacht Club** summer sailing event, J.P. Morgan's **Graves Point Fishing Club**,

"skinny dipping at Easton's Beach as soon as the red flag rose at noon,"

or the Newport Clambake Club, poor Irish immigrants of Newport's **5th Ward** and the city's African Americans scratched out a meager living serving them in the 'City by the Sea'. In 1896, Newport's wealthy, **the Vanderbilts, the Belmonts, and the Goelets** to name a few, "*banded together to form the Spouting Rock Beach Association for the sole purpose of making Bailey's public beach private*" writes Deborah Davis in her historical perspective of Newport's Gilded Age, "*How Newport Became America's Richest Resort*". "*Club members had no desire to swim at a public beach where they might encounter 'domestics and negroes'*" said one member at the time. Non members were forced to gather in an area off to the side of the main beach called "*Rejects Beach*"; they were not welcome to enter Bailey's 'private' pavilion or bathhouses.

Some Americans eventually reacted to this widening gulf between rich people and poor people, their excessive lifestyles summering in Newport while their poor employees in factories or mines barely made enough to eat. Children, as young as 6 years old, worked 10 to 12 hours a day in those same factories and mines. All the while, corrupt political leaders like New York Democratic Party leader, **William "Boss" Tweed**, took bribes from large businessmen for political favors to become one of the richest men in New York City. Farmers struggled to grow enough food to feed their families. A group of progressive Americans, from investigative reporters (**Ida Tarbell**) and photo journalists (**Lewis Hine**) to social and

labor activists like “**Mother**” **Jones**, worked to get rid of crooked politicians, force the government to pass new laws to break up monopolies (**Sherman Anti-Trust Act**), regulate large businesses (**Meat Inspection Act**) and the country’s money supply (**Federal Reserve System**), and address social ills like alcoholism (**Prohibition**), child labor (**Child Labor Act**), and the right for women to vote (**19th Amendment**). Unfortunately, the Progressives did not help African Americans, acquiescing to the country’s “**separate but equal**” opinion which was made law by a racist United States Supreme Court decision in 1896 (**Plessy vs Furguson**). Leading this **Progressive Era** of change in the late 1890s and into the early 1900s were perennial Democratic Party Presidential candidate **William Jennings Bryan**, Chicago social worker and international peace advocate **Jane Addams**, journalist photographer **Jacob Riis** of New York, New York City police commissioner and future President **Teddy Roo-**



Mother Jones



Photograph by Lewis Hines of young Sadie Pfeiffer working in a Lowell Massachusetts textile factory (1910).

sevelt and union leader and Socialist Party Presidential candidate, **Eugene Debs**. Newport continued into the twentieth century to be the microcosm of the country's expanding chasm between rich and poor, workers and owners. But through it all, rich and poor, labor and ownership, still aspired to be "**successful**", albeit each group had different, often times conflicting ways to achieve it. A pendulum of power and influence swung back and forth throughout the 20th century, especially with labor and ownership, as both sides tried to exploit the other. As a result, America endured a century long era of labor conflict.

What the 20th century eventually witnessed was entire industries like Detroit's automobile and even social programs like education later in the century, endangered by disputes forsaking the greater good for a narrow focus on either labor or ownership's exclusive success.

At the beginning of the 20th century, the political influence of ownership created an unfair advantage in labor relationships. Consequently, workers were often exploited by dangerous working conditions, long days, and shockingly low wages. The arrogance of ownership was as stifling, epitomized in these 1902 comments

from coal miner owners' attorney **George Baer**: *"the rights and interests of laboring men will be protected and cared for - not by labor agitators, but by Christian men to whom God in his infinite wisdom has given control of the property of this country"*. Labor union protests became more often and violent. As powerful, politically connected tycoons wielded more power over the government and its labor force, a bespectacled, young (only 42 years old), 'macho-man', chip-on-the-shoulder politician assumed the American Presidency in 1901 intent on taming big business and making America the pre-eminent power in the world.

The American Presidency has never witnessed, prior or since, anyone like Theodore 'Teddy' Roosevelt.

Theodore Roosevelt was born into a wealthy New York family and educated mostly at home by tutors. He attended **Harvard College**. At the urging of his father, the scholarly boy became a physical fitness fanatic, playing tennis, hiking, and riding horses. *"He had a passion for boxing, often sparring with younger men, until a young soldier landed a punch into his left eye causing permanent sight loss"* according to biographer Louis Auchincloss. Roosevelt became President when **President William McKinley** was assassinated in September of 1901. McKinley became the third assassinated President after Lincoln in 1865 and **President James Garfield** in 1881; shortly thereafter, Congress established the '**Secret Service**' force to protect the President and his family. There was even an assassination attempt on Roosevelt in Milwaukee, Wisconsin

in 1912. As Roosevelt approached a podium to speak, saloonkeeper **John Schrank** shot Roosevelt in the chest, the bullet first penetrating Roosevelt's eyeglass case and then his 50 page speech before lodging in his body. Roosevelt remarkably continued walking to the podium and announced to a shocked audience *"friends, I shall ask you to be as quiet as possible."*

***I don't know
if you understand
I've just been shot;
...the bullet is in me
so I cannot make
a long speech,
but I will try my best".
Roosevelt then
spoke for 90 minutes
before being taken
to a hospital."***



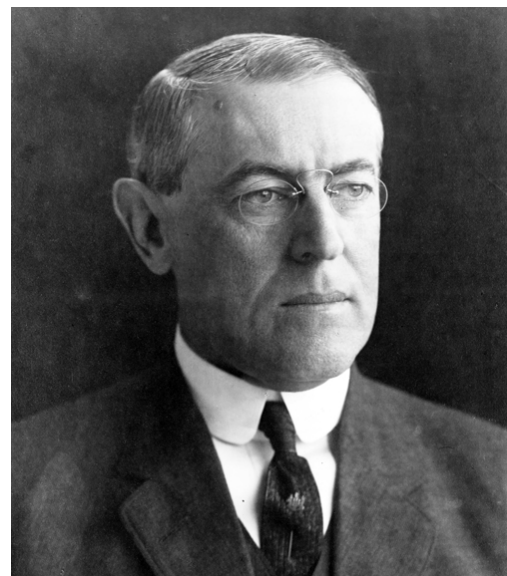
President Theodore "Teddy" Roosevelt

From political opponents, to big corporations and foreign empires, like the Tom Petty song *"Won't Back Down"*, Teddy Roosevelt took on everyone who challenged his vision for America. Roosevelt was stubborn; he was also relentless in his advocacy of ethics and character. As **police commissioner** in New York City, he cleaned up a purported corrupt police department establishing physical fitness exams and hiring over 1,600 new recruits based on physical and intelligence qualifications rather than 'who you know.' While President Roosevelt believed big business and corporations could further his vision of a dominant America in the world, he also realized their *"wickedness"* according to biographer Auchincloss. As a result, Roosevelt believed corporations *"had to be policed by a national government stronger than the corporations themselves"*. When the **United Mine Workers** representing America's coal miners went on strike in 1902 for safer conditions, shorter working days and more pay, Roosevelt told owners if the strike wasn't settled before the coming winter, the government would take over the mines. The strike ended soon after with coal miners getting a 10% pay increase while their work day was decreased to 9 hours. He signed the **Elkins Law** preventing railroad owners from giving special rates to their favorite customers as well as *"the Pure Food and Meat Inspection Laws which addressed some of the scandals and unsafe practices of meatpacking companies exposed in author Upton Sinclair's novel "The Jungle"; and the Employers' Liability and Safety Appliance Laws which limited the number of hours employees were required by owners to work"*. He set a standard for a President's ability to use the

position of the Presidency to speak to the greatest number of people; TR set the standard for the optimum use of the **'bully pulpit'**. Whenever the President spoke, people listened. He was readily available to the press for interviews and photographs and he was the first President to be seen in an automobile in 1902. He took on the issue of racism when he invited African American leader, **Booker T. Washington**, to the White House. Southern newspapers protested vehemently; most outrageously, **Ben Tillman**, a Democratic Senator from South Carolina, announced Roosevelt's invitation to Washington would require Southerners to kill *"a thousand blacks in the South so they'll learn their place again"*. *"To the everlasting shame of the United States Senate, Tillman was never expelled for his remarks"* writes **William J. Bennett** in Volume 1 of his history of *"America, The Last Best Hope"*.

Theodore Roosevelt was just as aggressive in his foreign policy. He forced Columbia to grant independence to Panama so that America could build the **Panama Canal** connecting the Atlantic and Pacific Oceans. As assistant Secretary of Navy, he resigned to recruit a bunch of his Ivy League friends to fight against Spanish controlled Cuba. Teddy's led his **'Rough Rider band of buddies'** in a famous battle up San Juan Hill and was eventually awarded the **Congressional Medal of Honor**. As a result of America's quick victory over the Spanish in **Cuba, Spain** gave control of **Puerto Rico, Guam, the Philippines**, and Cuba to the United States. When a North African tribal leader named **Raisuli** kidnapped U.S. envoy **Ion Perdicarus**, Roosevelt sent the following message to the Arab chief: *"Perdicarus alive or Raisuli dead!"* Perdicarus

was soon released alive. Later in his Presidency in 1905, he received the **Nobel Prize of Peace** for negotiating a peace between warring **Russia** and **Japan**. Roosevelt's greatest contribution to the country was arguably environmental. As president, **'TR'** increased our national forests from 42 million acres to 172 million and created 51 wildlife preserves. Despite having the opportunity to run for another term in 1908, TR declared he would not seek re-election. But Roosevelt returned to Presidential politics in the Election of 1912, first trying to gain the Republican nomination again, but after a rift at the Convention, split to form a third party, **The Bull Moose**, which only sealed defeat for both Republican and Bull Moose party candidates and victory for the Democrat's **Woodrow Wilson**. Incredibly, 5 years later, when America entered World War 1 in 1917, the



President Woodrow Wilson, arguably one of America's most disappointing Presidents. Wilson was America's leader during World War I, 1914 to 1919.



1903 photo of TR, his wife, and 6 children

59 year old Teddy Roosevelt asked President Wilson if he could recruit a brigade similar to his former Rough Riders to fight the Germans in France.

Wilson denied Roosevelt's request. But just as patriotically, TR encouraged his four sons, **Kermit, Archie, Ted Jr, and Quentin**, to enlist. They went to the front lines during the War while daughter **Ethel** became a nurse in France. Teddy Roosevelt died on January 19th, 1919.

Theodore "Teddy" Roosevelt was far from perfect; some specific flaws tarnished his otherwise great legacy, especially his attitudes and comments about American Indians and other indigenous people, and his apparent penchant for war. But when his life is taken in its entirety, Theodore Roosevelt is consistently lauded as one of America's greatest Presidents. Biogra-

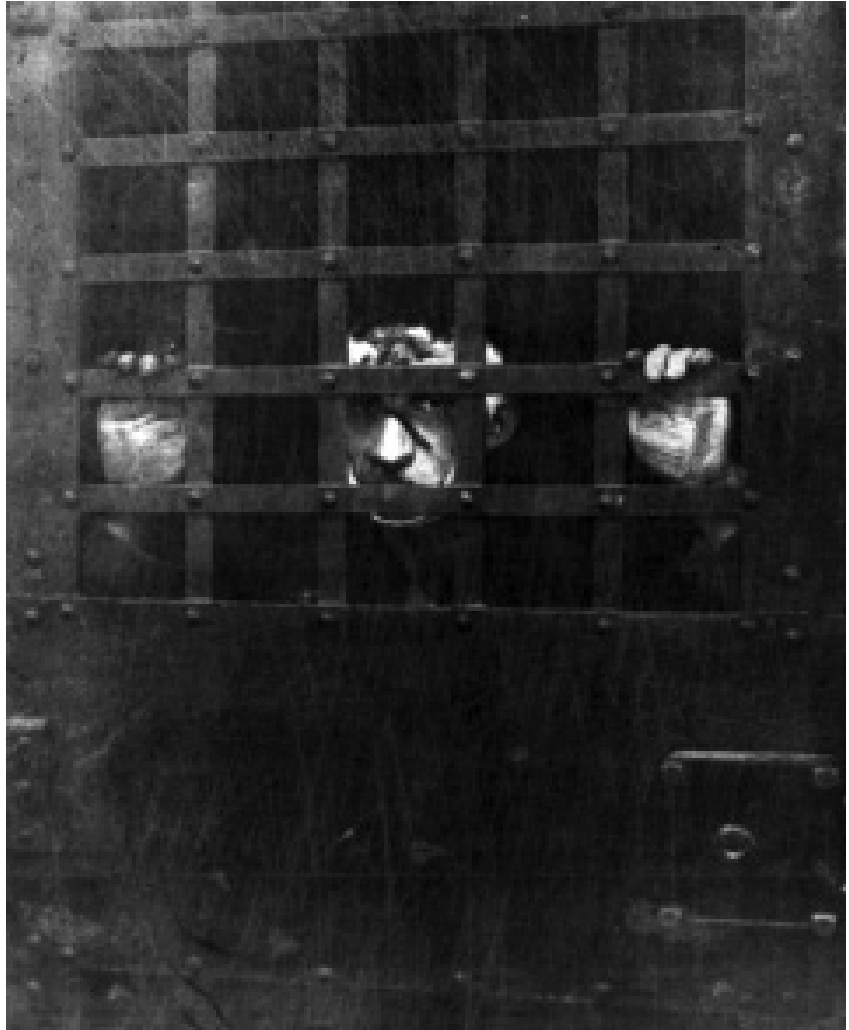
pher **Louis Auchincloss** states TR's greatest talent may have been his **creativity**. All Presidents have their opportunities for greatness but it's what one does with their opportunities that determines their success or, in Presidential history, their legacy. Author Auchincloss writes "*crisis widens Presidential opportunities for bold and imaginative action. But it does not guarantee presidential greatness. The crisis of secession did not spur President James Buchanan nor the crisis of the economic depression spur President Herbert Hoover to creative leadership. Washington and Lincoln and FDR were leaders who overcame America's greatest crises. Ronald Reagan, Andrew Jackson, and Theodore Roosevelt, absence of a first order crisis, were*

still able to impose their priorities"
by their willingness to
take risks,
and, most importantly, a
fearless confidence
in their own
creativity.

American **creativity** continued to create success for the nation and its people throughout the America's Bridge Period and into America's 20th century.

The risk taking, bold action, and creativity of people who have gone before often offer us inspiration and insights for our success.

Leon Czolgosz



Purported photograph of Leon Czolgosz in prison after the assassination

Why?



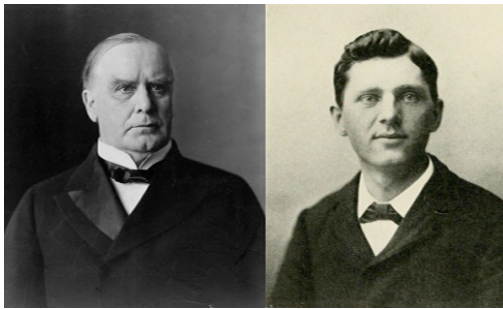
Temple of Music

William McKinley, the 25th President of the United States of America and arguably 'the most popular since Abraham Lincoln' according to biographer Scott Miller, arrived at the **Temple of Music**, the main concert Hall of the Pan-American Expo in Buffalo, New York, at 4pm on September 6, 1901. The previous day over 116,000 people came to the Expo to listen to the President give one of his "*finest speeches*". A reception was scheduled on the 6th for McKinley to greet the public on the Expo's last day even though **George E. Cortelyou**, McKinley's press secretary, was against it believing it to be a security risk. Two previous sitting Presidents, **Abraham Lincoln** in 1865, and **James Garfield** in 1881, were victims of assassination. But McKinley scoffed "*no one would wish to hurt me*". The 5' 6 ½", fifty-eight year old, portly President stood in line dressed to-the-nines

wearing 'a boiled shirt, iron-starched collar and cuffs, vest, pinstriped trousers, frock coat, and an assortment of items stuffed into his pockets: a gold watch and pencil, a wallet, \$1.20 in small change, three knives, nine keys, a pair of gloves and three handkerchiefs to wipe his brow on the anticipated warm day'. McKinley turned to the Secret Service agents, Buffalo detectives, and 11 Army servicemen there to guard him and said "*let them come*". The organist started playing a sonata by Bach, the doors flew open, and the line of anticipated well wishers approached the President for a handshake and greeting. Dr. Clinton Colegrove of Holland, New York was the first to greet the President. Colegrove was soon followed by others, including several children. Then, according to McKinley biographer Scott Miller, 'an Italian-looking man with a mustache, looking like the prototypical foreign **terrorist**

of the day, quickly captured the focus of the Secret Service.' When this 'suspect' would not release McKinley's hand during the handshake, Secret Serviceman, Samuel Ireland, intervened and ushered him away from the President. Next in line, **'Fred Nieman'** Nieman was actually Leon

Czolgosz, a troubled factory worker who recently changed his name to escape notice of his company's leaders after previously



President William McKinley Jr. and Leon Czolgosz

walking off the job during a strike for higher wages and better working conditions. Nieman stood in line with his right hand inside his coat. As he approached the President, McKinley extended his hand. One foot away, Nieman withdrew his hand from his coat wrapped in a bulky handkerchief around a handgun. Nieman fired two shots into the President; one bullet deflected off a rib for a non-serious wound while the second was very serious 'passing through his stomach and kidney before coming to rest in a back muscle.' Standing behind Nieman witnessing the shooting was **James Parker**, an African American waiter recently laid off by the Expo restaurant. After the shot, Parker immediately punched Nieman in the face

and tackled him to the ground. Secret Service agents piled on, raining blows with rifle butts and clubs upon Nieman's head and body, before securing his gun. McKinley surprisingly remained standing and shouted *"don't let them hurt him!"* which immediately brought an end to Nieman's beating. McKinley told his press secretary he was ok; with blood staining McKinley's white vest, it was obvious he was anything but. His face quickly lost color and he became unsteady. *"My wife. Be careful, Cortelyou, how you tell her"* he told his secretary.

Word of the assassination spread like wildfire through the Expo. An official announced *"Ladies and gentlemen. It is my painful duty to tell you our President has been shot by an assassin."* The news exploded onto the Expo floor. Biographer Miller describes the reaction. One woman fainted. Another spectator yelled *"what are we going to do about it?"* Shouts went out *"don't let him get away! Get the rope; kill the son-of-a-bitch!"* Security agents quickly whisked Nieman to safety in an anteroom. One spectator said he would never forget the details of the moment.

McKinley's condition initially appeared good. But after doctors chose not to remove the bullet in his back, infections soon set in causing McKinley's condition to deteriorate. On September 14th, at 2am, **the President died.** 9 days later, Nieman went to trial. After deliberating for one hour, the jury found Nieman guilty and



T. Dart Walker drawing of the McKinley's assassination

on October 29, he was **executed** by means of **electrocution**, the latest **Thomas Edison** invention.

**What caused
Leon Czolgosz
to become
Fred Nieman,
an 'anarchist',
a 'terrorist'?**

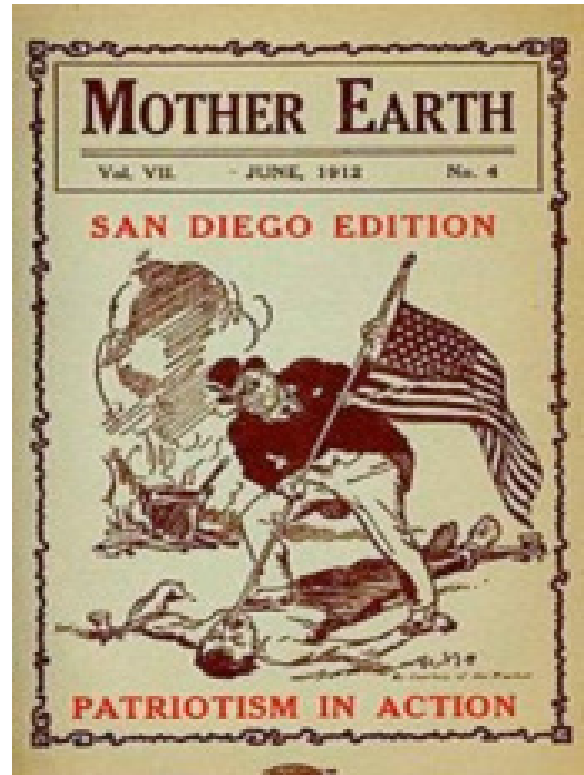
**Why 'violence'
to create change?**

Leon Czolgosz was a first generation American of Polish ancestry. He was described as bright but shy and a loner. He had to **drop out of school** for his first job at 14 years old in a glass factory, carrying hot, newly made bottles to cooling areas at a salary of 75 cents a day. He was apparently **successful**. His supervisors liked his work and he was soon promoted to a wire fence maker, working 10 hour days earning a 'good-for-that-time' \$17 salary for a two week period. But, in 1893, an economic **recession** in America forced Czolgosz's

employer, **Cleveland Rolling Mill Company**, to cut the wages of its employees. Consequently, the union representing the workers called a strike and walked out of the factory to protest the company's actions. Czolgosz's name was added to a company blacklist preventing him from being rehired at Cleveland. Czolgosz became dejected and depressed. He soon became more introverted spending now idle time reading newspapers and political pamphlets. He joined an anti-business, anti-government, anti-Catholic group, the Golden Eagle Society and became engrossed in the anarchist writings of Russian immigrant, **Emma Goldman**, the charismatic public speaker and controversial author of *'Mother Earth'*, a monthly magazine advocating rebellion, revolution, and individual freedom. He started hanging around other disgruntled people and joined their radical



Emma Goldman



Goldman's monthly 'anarchist' magazine -Mother Earth

socialist "**Sila**" group which criticized America's "**Gilded Age**", the government and the McKinley Presidency which clearly favored big business at the expense of American workers. Many of these anti-government, anti-business ideas were reinforced by popular, activist writers of the day like poet **Ralph Waldo Emerson**, author of "*On The Duty of Civil Disobedience*", who wrote "*state governments were often enemies of liberty*".

**In between
economic recessions,
American businesses
were strong,
creating the fastest growing,**

most successful economy in the world!

The American government and President McKinley's administration were clearly seen as pro-business, thus unsympathetic to the exploitation and difficult lives of the common, working family. The

American government supported businesses

by enacting **few regulations to protect consumers** and by placing special taxes called **tariffs on products made in foreign companies** to make the same products made in America less expensive. The United States had **no personal income tax** either! **John D. Rockefeller's Standard Oil** company, **Andrew Carnegie's Steel** company, **Philip Armour's Armour Meatpacking** company, **J.P. Morgan's banks**, and **Cornelius Vanderbilt's railroads** were creating a small but very rich group of Americans while farmers and factory workers were struggling just to make enough money to feed their families. Scott Miller states, in his story of the McKinley assassination *"The President and Assassin"*, *"in the 1880s, a working class family of 5 needed to earn \$500 a year to live a respectable life. Skilled factory workers, like glass blowers and iron rollers, could earn that amount but carpenters, machinists, people without highly valued skills or educations could not and, consequently, lived in poverty. A cigar maker, with a wife and 3 children, living in Cincinnati made \$5 a week... New inventions and better factory procedures were making it possible to produce more with fewer workers.*

Because 40% of American workers toiled in factories," without special skills,

parents had their young children quit school to work in dangerous, unhealthy American mills and factories to help pay the family bills.

"Children were valued for their small fingers to fix the hard-to-get bobbins in textile machines. In the mills of New York, young children worked 11 hour days. In bakeries, children as young as 9 years old began their work day at 11pm and finished at 4am. Children were dying at a alarming rate working in the coal mines of Pennsylvania and West Virginia.. And, at this time in American history, labor unions were weak and ineffective."

70% of New Yorkers were poor, living in slums, three to five story, fire trap buildings, with as many as a dozen sick, desperate men-woman-and-children cramped into rooms less than 10 square feet with leaky roofs. In the notorious neighborhood of **Five Points** in New York City, the stench from **garbage** on the sidewalks, **open sewers**, and horse manure in the street was overpowering and bred lethal **diseases**. **American life expectancy actually decreased during thjs time. .**

But, by the end of the nineteenth century (1890s), American businesses were booming with new products appearing in stores: **Cream of Wheat** hot cereal, **Aunt Jemima** pancake mix, **Kellogg's Shredded Wheat**, **Juicy Fruit** gum, **Pabst Blue Ribbon** beer, **Coca Cola**, and



1890's advertisement with a leading model of the day for a 5 cent glass of Coke

Quaker Oats cereal. The **Duke family** was producing billions of **cigarettes** each year. In fact, American factories were producing too many goods; in other words, more products than the 76,000,000 people living in America could buy. *“Too many bicycles, too much steel, too much cotton”* and not enough people with enough money to buy them according to biographer Miller. As a result, the cost of buying a bicycle dropped from \$100 to \$24!

**The solution was
find new customers!
Not in industrialized
countries like America,
Germany and England
but developing countries
with little industry like
Japan, Korea, Siam and**

especially China.

The challenge - how to get American goods to consumers in other countries. To do this, America needed a stronger military, especially the American Navy, to ‘persuade’ other countries to welcome American businesses and their products.

**Prior to McKinley’s
Presidency,
the country of Spain
had a larger military, a
bigger army and navy,
than the United States!**

America only had 25,000 men in their army; Spain had 200,000. America only had 5 battleships and 2 cruisers; Spain had more destroyers and torpedo gunboats. Most Europeans, at the outset of the Spanish American War in 1898, believed Spain was the superior force and would defeat the United States in any war. But many Americans were clamoring for war, especially newspaper publishers **William Randolph Hearst** and **Joseph Pulitzer**. When one of Hearst’s sketch artists he sent to Cuba told him the Spanish colony was peaceful, Hearst is purported to have said

***“Just send me some pictures
and I’ll start a war!”***

Frank James, the brother of outlaw Jesse James, offered to lead a group of cowboys against the Spanish in Cuba. Scott Miller

writes *“Sioux Indians were said to be ready to go to Cuba to collect scalps. Presidential candidate William Jennings Bryan became a colonel in a Nebraska regiment.”* Even Vice President **Theodore Roosevelt** wanted war. *“I should welcome almost any war for I think this country needs one!”* One of the lone **dissenters** was Civil War Veteran President **McKinley** *“I shall never get into a war; I have been through one war and I have seen the dead pile up. I do not want to see another.”*

But war was inevitable. The first flashpoint was the island of **Cuba**, only 90 miles off the Florida coast. On February 15, 1898, the **USS battleship Maine**, recently sent to Cuba as a show for force to the Spanish government, was allegedly blown up by terrorists in the Havana harbor.



the USS Maine sailing into the Havana harbor in Cuba in early February of 1898.

On March 9th, the United States Congress reacted by voting to spend \$50,000,000 *“for national defense”* and going on a shopping spree for new warships. Sensing potential conflict with Spain, **Commodore George Dewey**, commander of the US Navy in Asia, was ordered

to move the US Pacific fleet to the Spanish colony of the Philippine Islands. On April 23rd, **Spain declared war** on the United States; **America responded** with their own declaration of war against Spain on the 25th. On May 1st, it took Dewey just a few hours to destroy most of the Spanish fleet in the Philippines. In early June, the US fleet moved toward Cuba. By August, the **Spanish American War** ended with an American victory. A formal treaty was signed in December in Paris, France, forcing Spain to give America control of their colonies in Cuba, Puerto Rico, Guam, and the Philippines. But

America's thirst for conquest and new territories



Theodore "Teddy" Roosevelt resigned his position as the Secretary of the US Navy to organize a group of his New York friends to fight the Spanish in Cuba. Roosevelt's Rough Riders became famous. Within 2 years, he was President McKinley's Vice President and became President upon McKinley's death in 1901.

didn't stop. On July 7th, Congress voted to annex the **Hawaiian Islands** because of their strategic location for refueling American ships on their way to new markets in China and Japan.

It was against this backdrop of American conquest, empire building, business growth and worker exploitation, combined with reading the 'anarchist'/terrorist writings of Emma Goldman that Leon Czolgosz's frustration and anger fermented.

The government appointed former New York Supreme Court justices **Loran Lewis** and **Robert Titus** to defend Czolgosz in his trial for the murder of President McKinley; the two lawyers quickly sought an insanity defense. However, two leading psychologists of the day, Dr Arthur Hurd and Carlos MacDonald, pronounced Czolgosz sane. Czolgosz consistently referenced anarchists writings urging murder of government officials as his motive for killing McKinley. *"I killed President McKinley because I done my duty"*. Following the trial and his death sentence, Czolgosz was transported by train to the **Auburn Prison**, the location of New York's electric chair. It was during this train ride that Czolgosz purportedly expressed remorse to several newsmen allowed to accompany the prisoner to Auburn. One

newsman account claimed

Czolgosz stated
"it is awful to feel you killed someone. I wish I had not done it. I would like to live, but I can't now. I made a mistake. I was all stirred up and I felt I had to kill him (McKinley)".

He also said he felt sorry for McKinley's widow, **Ida**, and hoped she wouldn't suffer.

What did Leon Czolgosz's assassination of President McKinley really accomplish beyond making

Vice President Theodore "Teddy" Roosevelt President of the United States?

What was Leon Czolgosz's ultimate goal in killing the President?

Can we ever justify violence for change?



The Electric chair was first used in the United States in 1890. It was invented by two men who worked for Thomas Edison.

Prior to the electric chair, the most common court authorized form of execution in the United States was hanging. The electric chair was last used for a court sanctioned execution in the United States in 2010. Many states have declared the electric chair a "*cruel and unusual*" form of execution; some states give inmates a choice between a lethal injection and electrocution. Lethal injection is the most common form of execution in those American states still permitting the death penalty. As of 2014, the only places in the world which still reserve the electric chair as an option for execution are the U.S. states of Alabama, Florida, South Carolina, Kentucky, and Virginia. Robert Gleason, executed in the electric chair at Greensville Correctional Center, Virginia on January 16, 2013, is the **most recent individual to choose electrocution over lethal injection.**

Edwin Vare



Edwin Vare, the man in the eye of the one of the world's deadliest storms.



**It was and remains
the **deadliest pandemic**
in the history of America.**

Maybe the world.

An arguable exception might be the smallpox outbreak that was brought to America by Puritan settlers starting in 1630 and eventually killed between 80% to 90% of the **Wampanoag Indian Nation** in **Rhode Island** and southeastern **Massachusetts**. While the total number of victims were less, the percentage of victims within a nation was far greater.

The **Spanish Flu pandemic of 1918-1919** killed

**675,000 Americans
and
50 to 100 million people
worldwide died.**

Adjusted for the population in 2020, the death rate would equal 220 million to 430 million people!! The population of the world in 1918 was 1.8 billion compared to 7.8 billion in 2020. This means 33% of the world's people contracted the virus; almost 10% died.

The **killing machine
that became known as
the **Spanish flu** of 1918
began at Camp Funston, a
United States military base**

that was training American soldiers to fight in a war that started in Europe in 1914 and became known as **World War 1**, “the war fought to end all future wars”. Camp Funston officials initially and unknowingly sent Spanish flu infected soldiers to other cities and military facilities in America and Europe for additional training or combat. World War 1 had essentially provided a vehicle for spreading this deadly disease to unprepared new military and civilian hosts.

American President Woodrow Wilson had kept America out of a war being fought among European countries. The



Woodrow Wilson, President of the United States from 1913 to 1921. Historians believe Wilson contracted the virus.



Images from the European conflicts of World War 1

war began in 1914 after a Serbian terrorist shot and killed the Austrian Archduke, Ferdinand, and his wife Sophie. Ferdinand was the heir to the Austrian throne, in other words, Ferdinand was the next man in line to be king of Austria. After President Wilson **found out that Germany**, an ally of Austria, was trying to **encourage Mexico to attack the United States** and take back their former territories, the American states of Texas, Arizona, and New Mexico, the **United States declared war on Germany on April 6, 1917**.

As soldiers were sent to different military facilities in the United States for training in the early spring of 1918, the **initial phase** of the new virus went with them.

The biology of a virus dictates one purpose - find new human hosts to replicate,

to reproduce their likeness. Because soldiers were living so close to each other as they trained, the virus was able to easily find new hosts to reside.

Without new hosts to replicate, a virus dies.

The 1st phase of the 1918 virus quickly spread to American cities near the military bases.

A second phase of the virus, much stronger and deadlier than the first phase, erupted in

September, October and November of 1918. While the first wave of the virus resembled a typical flu, the second phase was worse. Victims had blood coming from their noses and ears. Some victims coughed so hard they tore stomach muscles. A few vomited and many had their skin color turn purple. In August of 1918, the second phase of the epidemic erupted in France, Sierra Leone, and the United States of America.

The 2nd phase of the virus had clearly mutated into a much deadlier form.



With hospitals overwhelmed with virus victims, cities turned to facilities like schools and city auditoriums. This photo shows the American Red Cross nurses tending to flu patients in temporary beds inside the Oakland, California Municipal Auditorium in 1918.



When an infected person sneezes or coughs, more than half a million virus particles can spread to anyone nearby. The war probably increased the killing power of the virus as soldiers' immune systems were weakened by the stress of combat, poor sanitation on the battlefield, malnutrition, and the use of German chemical attacks. October 1918 was the deadliest month of the whole pandemic. Soldiers with a mild strain stayed where they were. The severely ill were sent on crowded trains to crowded field hospitals and, inadvertently, further spread the deadlier strain of the virus. As more soldiers were being sent with the deadlier second phase of the virus to American cities and towns with military facilities to train as well as to Europe to fight in the war, a deadlier killer quickly found new hosts and victims to claim throughout the world.

So,

**who was Edwin Vare
and**

**how is this man
connected to
the Spanish Flu pandemic of
1918??**

Edwin Vare was “*the Boss*” of **Philadelphia**, Pennsylvania, the 3rd largest city in the United States in the early 1900s (20th century) with over 1.8 million people. Philadelphia had the largest shipyard in the world employing over 11,000 men as well as steel mills, the Baldwin Locomotive factory, the J.G. Brill company that manufactured one street car every hour, and many other machine making factories employing thousands more. Like **William “Boss” Tweed** in New York in the late 19th century, (1858 - 1871), Vare was a politician who controlled everything within his city.

**No other person had more
power and influence in
Philadelphia**

**“with its city government
that was
choking on corruption”**

according to John Barry in his highly acclaimed book on the 2018 pandemic. All authority in Philadelphia rested with Vare, his mayor, and other officials he appointed who often owned businesses in the city. Vare and his cronies decided nothing would be done to threaten morale and their operations in Philadelphia.

Born in **Philadelphia**, July 19, 1862, Edwin H. Vare was the son of a pig farmer, coal dealer, and sanitation worker. He was the second oldest of the three sons. His brothers, George and William, and he were known as the ‘*Vare brothers*.’ Edwin pursued his father’s business as well as becoming a member of the U.S. House of Representatives in 1897. He resigned the House position soon after to start a contracting business with his brothers. The company brought the brothers tremendous wealth and influence in the city. Vare successfully challenged a political rival in the Pennsylvania’s state election of 1908 to be a Senator representing the city’s First District in the state general assembly. Vare won an amazing 80% of the Republican vote. As a result of winning this powerful, political position combined with the wealth of his company, Ed Vare controlled most important people and issues in the city. From the appointment of judges and most other political positions, Vare won the most lucrative city contracts.

John Barry wrote in his definitive book on the 1918 Spanish Flu pandemic, “The Great

Influenza: The Epic Story of the Deadliest Plague in History”

**one of the areas in
America and the world
most affected
by the pandemic
was **Philadelphia**.**

“*Edwin Vare*” writes Barry, “*was a short, barrel chested man with a big belly who grew up and still lived on a pig farm in a rural part of Philadelphia*”. Nothing happened in Philadelphia without Vare’s knowledge and approval.

**“All city workers
kicked back
part of their salary to Vare”**

writes Barry. City workers actually went to Vare’s office to get their weekly paychecks rather than City Hall. Even **Philadelphia’s Mayor, Thomas B. Smith** was a Vare “*yes man*” who kicked back \$1,000 from his pay to Vare.

**Vare’s control
of **Philadelphia**
was so complete
his businesses were awarded
the city’s most lucrative
contracts.**

Vare’s most valuable contract was for

“street cleaning”

**for which he was paid
millions of dollars per year.**

While most middle class families of the day were living comfortably on \$3,000 a year, Edwin Vare was making millions! And, the quality of service his company provided Philadelphia was wanting. The city's streets were "*notoriously filthy*" where even raw sewerage and other garbage ran through the gutters in the streets which created a fertile environment for the unstoppable, formidable killer that arrived in Philadelphia in September of 1918.

**The killer flu
was brought to Philadelphia
on September 7th, 1918
by 300 sailors
from Boston.**

Fort Devens was an overcrowded military training facility located just 30 miles north of Boston preparing 45,000 men for the war in Europe. In a single day, "*1,543 soldiers reported ill with the flu (at Devens). By September 22, 20% of Fort Devens soldiers were sick. On September 26, because so many doctors and nurses were not only sick but dying, military leaders decided to admit no more patients to the camp hospital, no matter how sick they were!*" writes author John Barry. Four days after the Boston sailors arrived at the Philadelphia Navy Shipyard, 19 sailors became ill with flu like symptoms. More frightening, the virus quickly invaded the general population of Philadelphia. And, when 334 sailors left

BOSTON DEATH RECORD AS RESULT OF EPIDEMIC			
	Influenza	Pneumonin	Total
Sept 14.....	9	12	21
Sept 15.....	15	9	24
Sept 16.....	23	5	28
Sept 17.....	28	13	41
Sept 18.....	30	13	43
Sept 19.....	32	10	42
Sept 20.....	44	10	54
Sept 21.....	57	23	80
Sept 22.....	44	19	63
Sept 23.....	74	13	87
Sept 24.....	81	28	109
Sept 25.....	81	24	105
Sept 26.....	123	33	156
Sept 27.....	107	37	144
Sept 28.....	128	24	152
Sept 29.....	119	30	149
Sept 30.....	142	29	171
Oct 1.....	152	50	202
Oct 2.....	135	40	175
Oct 3.....	166	25	191
Oct 4.....	154	29	183
Oct 5.....	117	32	149
Oct 6.....	153	37	190
Oct 7.....	146	24	170
Oct 8.....	123	27	150
Oct 9.....	124	20	144
Oct 10.....	96	28	124
Oct 11.....	103	18	121
Oct 12.....	94	27	121
Oct 13.....	72	13	85
Oct 14.....	94	25	119
Oct 15.....	67	31	98
Oct 16.....	57	14	71
Oct 17.....	41	12	53
Oct 18.....	44	16	60

Philadelphia for a naval facility 3,000 miles away in the state of Washington in the northwest region of the United States,

the virus mutated;

while one killer continued to stalk its prey in Philadelphia, another, more deadly sibling virus went west to Puget Sound in the state of Washington to find new hosts, new victims.

"The epidemic swept though Philadelphia's naval installations with comparable violence as it did in Boston... where over 1,000 had already died and tens of thousands throughout the state were ill" writes Barry.

As Boston

**and
other cities took steps
to protect their citizens,
Philadelphia did not.**

Philadelphia Public Health Director, **Wilmer Krusen**, a Vare appointee, publicly denied that influenza posed any threat to the city. Lieutenant Commander **R. W. Plummer**, a doctor and Chief Health Officer for **Philadelphia's** Naval District concurred with Krusen. Their priority was not keeping Philadelphians safe but rather keeping their businesses strong and the country's war effort on track training more soldiers for the European war while creating a false sense of safety in the city. Even *The Evening Bulletin*,

**Philadelphia's newspaper,
assured readers
there was nothing to fear,
"the influenza posed no
danger in Philadelphia".**

As Philadelphia politicians controlled the information printed in the local press, **President Wilson** did the same with America's national media to keep morale high during the war. In fact, most countries participating in the war were doing the same. On April 13, 1917, Wilson issued an executive order creating a new federal agency called the *Committee on Public Information* that controlled what information the press could print in newspapers and announce on radio (there

was no TV or Cable stations). Even songs the Committee thought could depress people's morale were prohibited.

**"No national official
EVER
publicly acknowledged the
danger of influenza."**

author John Barry writes in his seminal work on the 1918 Pandemic. **President Wilson** believed "*total war requires sacrifice and good morale makes sacrifice acceptable. Newspapers reported on the disease with the same mixture of truths, half-truths, distortions and lies which they reported everything else.*"

Despite Philadelphia health officials, the Mayor, and Edwin Vare knowing the severity of the virus, the city still held a grand parade to encourage citizens to buy millions of dollars government bonds to support the war. On September 28th, 1918, Philadelphia hosted the *Liberty Loan Parade* with thousands of onlookers



Philadelphia's 1918 Liberty Loan Parade

Two days after the parade, Philadelphia Public Health Director Krusen revised his opinion of the virus. *“The epidemic is now present in the civilian population and is assuming the type found in military facilities....”* In other words,

**the virus was exploding in
Philadelphia!**

Every hospital bed in the city was filled. And, each of Philadelphia’s 31 hospitals was desperate for nurses to attend to all the sick. *“Nurses were*

turning down \$100 bribes” wrote author Barry. *“Soon, the city’s **daily death** toll from influenza exceeded the city’s average weekly death toll from all illnesses, all accidents, all criminal acts combined!”* With so many people dying, there weren’t enough caskets to put the bodies in. Soon after, there weren’t enough grave diggers to bury the dead. And, when bodies started to pile up on people’s porches and eventually wrapped in sheets and deposited on street corners, the city began digging **mass graves**.



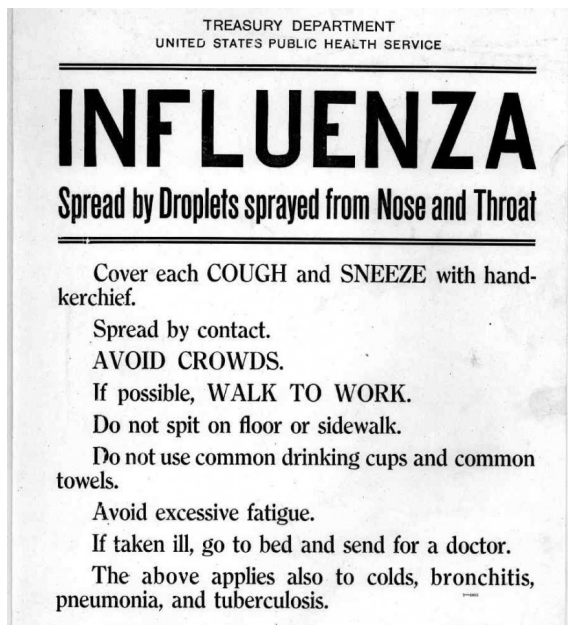
Seminarians from St. Charles Borromeo of the Archdiocese of Philadelphia dig a mass grave at Holy Cross Cemetery sometime during Oct. 21-24, 1919, for victims of the flu pandemic. The photographer wrote in his journal that steam shovels eventually had to be utilized, presumably because of the vast number of bodies.

By October 8, just 10 days after the parade, casualties from the virus went from a few hundred, with one or two deaths, to hundreds of thousands sick and hundreds of deaths!

Political leaders now realized they could not control the truth of what was really happening with the flu's deadly impact on the city. Public Health Director, **Wilmer Krusen**, quickly banned all public meetings,

closing churches, schools, and theatres; funerals were stopped. Only bars initially remained open.

The courts were closed. **Signs were posted** informing Philadelphians to avoid crowds. The



People who spat on the street were arrested.

There were 60 Philadelphians arrested in one day for spitting! Health and city workers wore masks. **1/4 of patients in one hospital were dying each day!** The most vulnerable were pregnant women. 26% of pregnant women lost their baby. John Barry described the mood of the city succinctly - *"The city was frozen in fear"*

No one had confidence in any recommendation on how to protect oneself from the virus. There were no drugs or vaccines. Even Alfred Stengel, a renowned expert on infectious diseases, acknowledged **no drug or disinfectant could protect anyone from the virus.**



Finally, in early November, the number of people contracting the virus started to decline.

Major League Baseball season was shortened.

After the lethal second wave struck in late September into October of 1918, new cases dropped abruptly by mid November

to almost nothing later in the year. In **Philadelphia**, for example, 4,597 people died in the week ending October 16th; by November 11th, a **third phase of the virus** saw new cases almost disappear from the city. The virus could no longer find as many new hosts. The city and the nation were FINALLY getting control of this virus.

So, what did we learn from the 2018 Spanish Flu pandemic?

Number 1 - people were scared. *“The media and public officials helped create the fear, the terror, in their cities and the country ... the public could trust NOTHING, so they knew nothing and, as a result, terror seeped into the society. The fear, not the disease, threatened to break the cities and nation apart”* John Barry writes in his study of the 1918 pandemic

Number 2 - the truth was hard to find. **Politicians** controlled the information in the newspapers in most cities. As a result, the press became **the least reliable source for the truth**. President Wilson did not want anything to jeopardize his ability to prepare America for World War One. He rarely spoke about the

pandemic and, when he did, the information was obscure or evasive. Specific politicians, like Philadelphia State Senator Edwin Vare and his cronies like Philadelphia Mayor Thomas Smith, **politicized the pandemic**; in other words, they told the public misinformation that either helped their political party or their ancillary priorities (their personal businesses) instead of giving the public information to help them stay alive. The same was true nationwide.

ISOLATION FOR CITY'S VICTIMS.

Hospital Opened to Care for Afflicted Persons.

Red Cross to Help Fight the Influenza Here.

Number of Cases Show but Slight Increase.

[There is nothing in the so-called epidemic of influenza in Los Angeles to warrant any scare, any apprehension or any interruption of business or the ordinary transactions of life.]

Number 3 - the flu has and continues to be an **annual occurrence**. John Barry explains in his highly respected, authoritative history

Influenza Situation in This State Now Showing Slight Improvement

44 Deaths in Past 24 Hours is Decrease from Previous Day's Figures

Providence Has 5773 Cases and Seems Centre of Epidemic, While Newport Reports Are Most Encouraging in Several Days.—City and Town Authorities Take Further Action.—Use of Paper Cups Here Requested

Although reports up to last evening showed that there are 5773 cases of Spanish influenza and pneumonia in this city, reports from other parts of the State were encouraging, and indicate that the general condition in Rhode Island has not shown any change for the worse, at least in the past 24 hours. Incomplete returns show that there have been 44 deaths in Rhode Island during the 24 hours ending at 2:30 o'clock this morning. This is a decrease of eight fatalities over the previous 24 hours.

The increase in the number of cases in this city between Saturday noon and last

INFLUENZA SAFEGUARDS.

The following recommendations are offered by Dr. Charles V. Chapin, Superintendent of Health in Providence:

Influenza is chiefly spread by droplets from the mouth and nose in talking, coughing and sneezing.

Keep at arm's length from everybody and the chance of thus getting it is small.

Don't go where you have to

Providence Journal article from 1918 - "The 1918 Spanish Flu killed 941 people in Providence alone. By the end of 2018, 2,306 people in Rhode Island died from influenza. In October of 2018 alone, 6,000 became ill. Before 1919 ended, 596 more Rhode Islanders would die of the influenza outbreak, including 269 Providence residents.

of the 1918 pandemic, "*The Great Influenza: The Epic Story of the Deadliest Plague in History*," **coronaviruses** (the cause of the common cold), **parainfluenzas** (an influenza-like respiratory infection), and many **other viruses have symptoms like influenza. But, influenza is not simply a bad cold. It's a specific disease with a distinct set of symptoms and**

behavior that becomes increasingly dangerous as it penetrates deeper into the lungs. It indirectly affects many other parts of the body too." Even without a pandemic, influenza kills on average "**36,000 people a year**" writes Barry. In 1918, most people survived who contracted the virus. However, there were specific parts of the population more vulnerable than others

in 1918. Most healthy, **young men and women**, in good shape, rarely succumb to influenza attacks today. But, in **1918, young men and pregnant women were prime victims** of this virus. “23% to 71% of pregnant women died. Of the pregnant women who survived, 26% lost their child”, writes John Barry. And, there were “more soldiers killed by the 1918 virus than all the American soldiers killed in combat during the 20 year Viet Nam War”. Finally, there were more American civilians than soldiers who died during the 1918 Spanish Flu pandemic. “There were so many people who died during the **1918** pandemic the **life expectancy in America was lowered by more than 10 years!**”

Number 4 - The leading scientists and doctors continually tried unsuccessfully to develop a vaccine. NO one drug, vaccine, or therapy could be developed to stop the virus. Cities and towns **eventually** took matters into their own hands by practicing “**social distancing**” and “**avoiding crowds**”; essentially “**quarantining**” themselves from others and **fining** people who didn't follow these safety protocols.

Number 5 - The 1918 Spanish Flu Pandemic got its name after the **King of Spain, Alfonso the 13th**, contracted but did not die from the virus. Because Spain was a neutral country during the war, it's press was not controlled by the nation's government and freely published what other country's could not. Spanish newspapers were free to report the epidemic's effects in neutral Spain. As the Spanish press freely and frequently reported on King Alphonso's illness, it



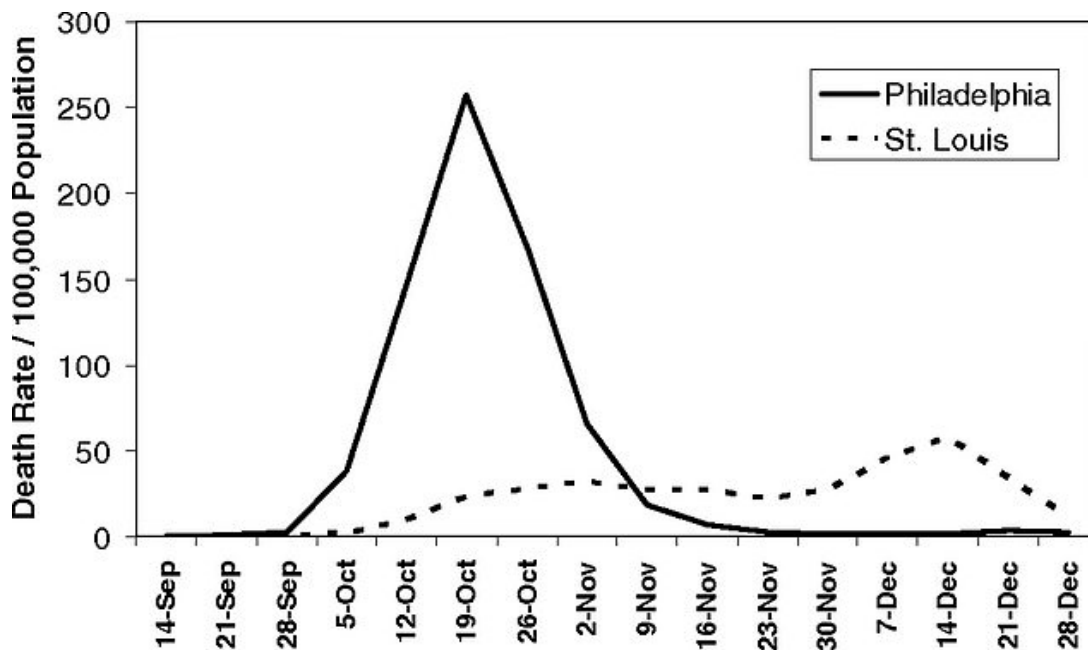
King Alphonso the 13th, who was the King of Spain from May 17, 1886 to his death on April 14, 1931

created the false impression the virus was more severe in Spain. This caused the world to mistakenly call the 1918 pandemic the “Spanish flu”.

Number 6 - there were **specific cities** in America and the world that did not react as quickly and wisely as they could have to safeguard its citizens. Philadelphia, Pennsylvania, is one example. **Too many politicians had a different political and personal agenda than safeguarding its citizens from a pernicious influenz.**

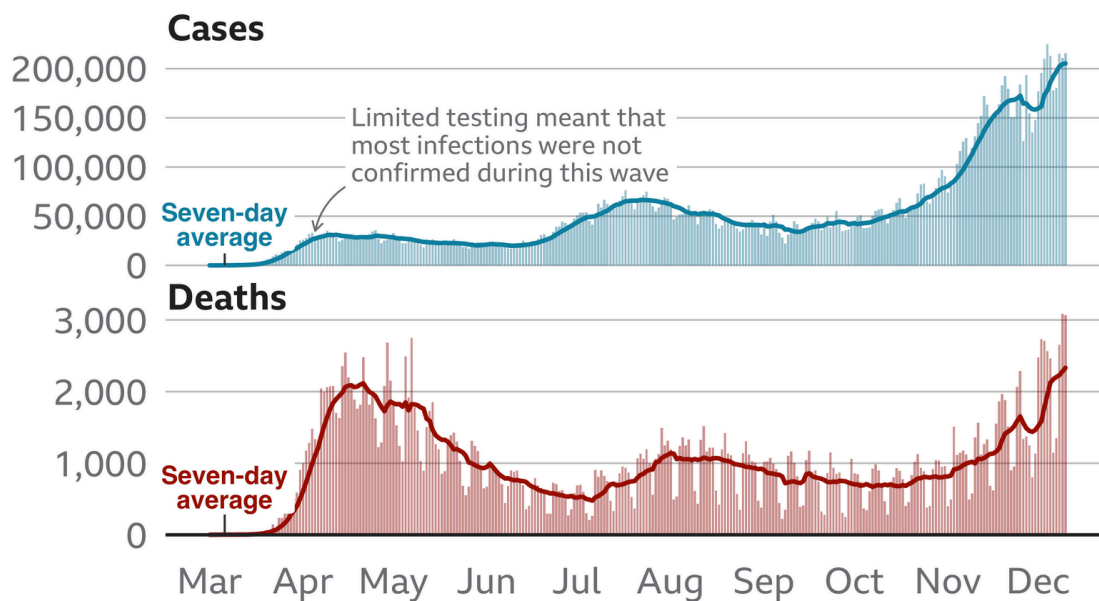
Edwin Vare died in office on October 16, 1922.

1918 Spanish Flu



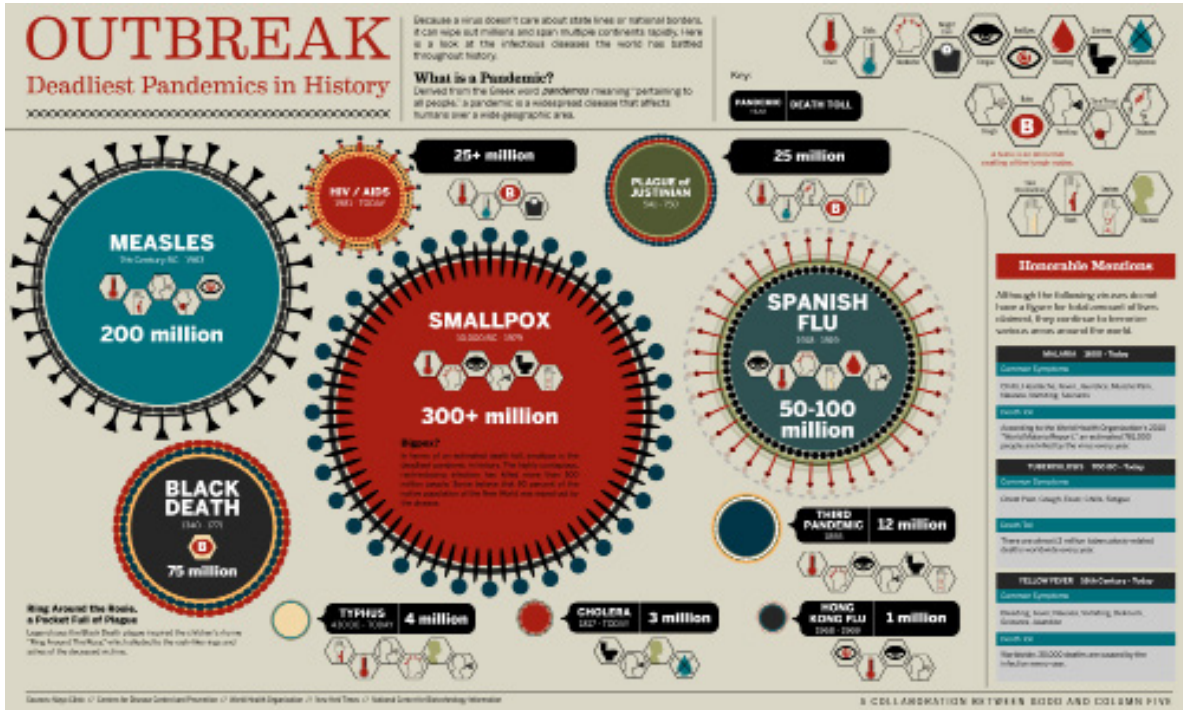
COVID 2020 Pandemic

Number of daily reported cases and deaths in the US



Source: COVID Tracking Project

Gobal History of Pandemics

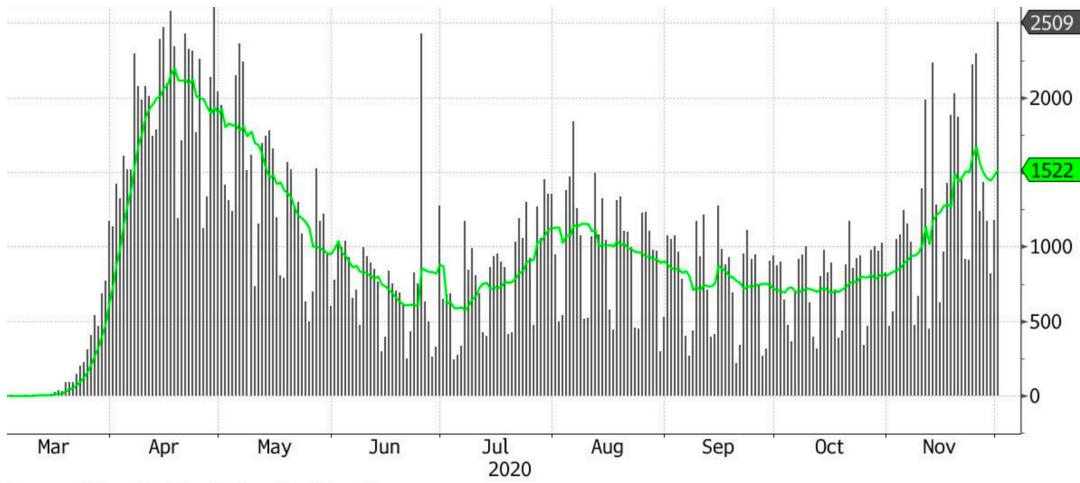


DEATHS from 2020 COVID: **COMPARISONS**

The Peoples' Republic of China



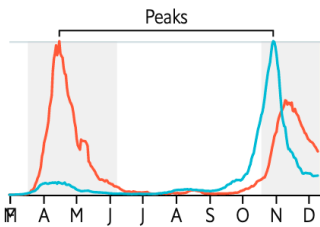
The United States of America



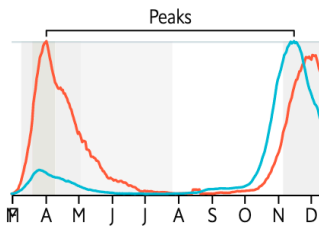
Source: Johns Hopkins University. Bloomberg

— Confirmed cases — Confirmed deaths █ Nationwide stay-at-home order, darker=more stringent

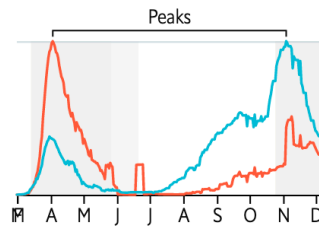
Belgium 150 total deaths per 100k



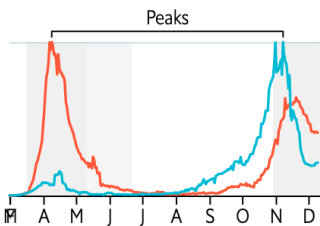
Italy 100



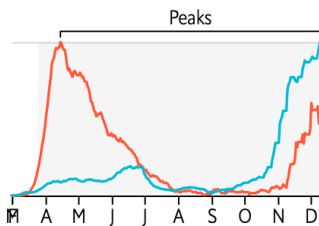
Spain 100



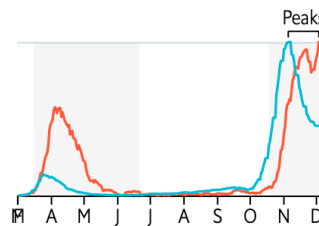
France 88



Sweden 74



Switzerland 68



Jane Addams



“Jane Addams was a ‘great’ human being.”

She was the most prominent woman of America's *Progressive Era*, a social activist, one of the founders of the *ACLU* (American Civil Liberties Union), a leader in the fight for women's right to vote and a tireless advocate for America's children and poor. She was a sincere believer in the '**potential for success**' of all human beings regardless of ethnicity or social or economic status. She became an ardent **pacifist** and critic of Presidents advocating war during America's empire building in the late 19th and early 20th centuries. She was college educated when few, if any, women had access to higher education. She enjoyed the benefits of being raised by a loving father in a relatively wealthy family but also endured great personal hardship with the premature death of both parents. Her mother died when she was two years old. The father she always adored died unexpectedly when Jane Addams was twenty-one leaving her a \$50,000 inheritance (equivalent to \$1.3 million dollars in 2010) which she soon spent **servicing the poorest people in the city of Chicago**, Illinois. She was the first American woman to be awarded the **Nobel Prize for Peace**. She traveled all over the world. Her conversations extended to American Presidents, international leaders, brilliant authors like Leo Tolstoy as well as the most desperate and poorest people from Chicago's immigrant neighborhoods. Jane Addams was truly an inspirational person at a time when most women, because of their gender, were quarantined to the silence of society's periphery.

Jane Addams was born on September 6th, 1860 in Cedarville, Illinois, the youngest of eight

children. Three of her siblings died in childbirth and another at sixteen years of age. When Jane was four years old, she contracted **Pott's disease**, a virus causing curvature of the spine and other lifelong health issues. Consequently, **she had low self esteem**, once describing herself as "*ugly with a crooked back*". **Louise Knight** writes in her Addams biography that because Jane was embarrassed about her looks, she chose to walk with her uncle, behind her beloved, elegantly dressed father each Sunday to church. Possibly sensing his daughter's pain, her father "*doffed his black silk hat one Sunday and bowed to her formally as she joined him on the sidewalk. This public display of affection and respect convinced her that he was not ashamed of her after all.*" Addams actually admits her deep sensitivity to her appearance in her memoir "*Twenty Years at Hull House*". But her memoir more so underscores her deep love and devotion to her father. Like her father, she was a voracious reader, often getting out of bed each morning at 4am to imitate her father's practice of **reading to start each day**.

Addams emulated her father's 'curiosity'.
Her idea of success was
a life of continuous learning
and improvement
and
a desire to help others.

When she was fifteen, her father took her, her step mother, and siblings to the world's fair,

America's first, in the city of Philadelphia, to witness new inventions like the **telephone** and listen to new developments in education like an innovative pre-school program launched in Germany called '**kindergarten**'.

While her father was beloved, Jane Addams eventually realized he was not perfect. John Addams lived the gender stereotypes of the day. John Addams expected his daughters to be "*self-sacrificing*" and embrace the roles prescribed for women in magazines, like *The Atlantic Monthly*, which professed "*the woman who does not please is a false note in the harmony of nature*". As author Knight notes in her Addams biography, "*the person being pleased, it went without saying, was the man of the house*". John Addams had a superior and often disapproving attitude towards immigrants too, the lone exception Germans, as most of his ancestors were. You could characterize him as a 'snob'. Yet, neighbors "*fondly remember him as always greeting both rich and poor with equal courtesy*". Furthermore, it was noted in Knight's biography, John Addams was a conspirator in America's **Underground Railroad** as he bravely helped slaves escape to safety in America's northern cities. Eventually, noted American abolitionist and women's rights advocate, **Lucy Stone**, whose accomplishments were frequently written about in leading newspapers like the *New York Times*, became Jane Addams' role model.

Jane Addams ultimately developed a fierce resistance to the gender and ethnic stereotypes of the day. Fortunately for Addams, this spirit

was reinforced by a charismatic professor, **Caroline Potter**, at her college, the **Rockford Female Seminary** in Illinois. Addams initially asked her father if she could attend a newly created women's college in Massachusetts, **Smith College**. Smith, which opened its doors in the fall of 1877, was the only American college to offer women a Bachelor's degree comparable to what America's colleges had been traditionally and exclusively offering men. Addams' chauvinistic father expectedly rejected the idea and enrolled Jane in Rockford where her older sisters Mary, Martha, and Alice attended. But

**Professor Potter
made the Rockford
education exceptional by
inspiring
Jane Addams to take
action and be creative.
Addams quickly discovered
"women could be great;
she began to imagine herself
as a woman of power"
and started the process of
creating this reality.**

After graduating from Rockford, Jane enrolled in medical school "*because others in her family were studying medicine so she might as well do the same.*"

Then, adversity.

After a challenging year in medical school coupled with the anxiety over sister Anna's relapse with neuralgia, Jane suffered a

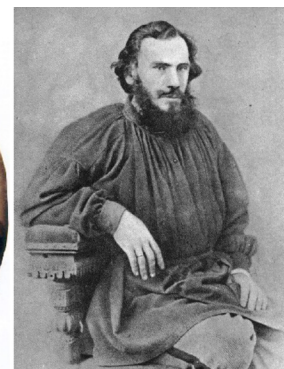
nervous breakdown and was hospitalized. She was treated by **Doctor S. Weir Mitchell**, a 'recognized genius' in the treatment of nervous conditions and the same doctor who unsuccessfully treated noted feminist, artist, and author, **Charlotte Perkins Gilman**. Mitchell claimed women who suffered from nervous breakdowns and depression were "*self absorbed*" and prescribed up to six weeks of seclusion and rest without visitors, books, good food, and letter writing. "*He also told his patients to be less selfish in the future*". Jane came away from Mitchell's treatments believing she was not a good person and saw "*in her illness a lifetime of failure*". Once completing Dr Mitchell's prescribed isolated rest, Jane looked to lift her spirits by traveling to Europe and put failure behind her.

Jane Addams traveled to London and what she saw changed her life.



One summer night during the summer of 1886, a missionary whom Addams had recently met, took her on a tour through one of London's most desperate and poor neighborhoods. She

saw people dressed in "*rags, their hands thin, white, and empty, clutching to reach food that was unfit to eat*", fruit and vegetables, left over from a market, too rotten to sell. Addams was left with a "*deep depression*", she wrote in her memoir, and "*overwhelmed by sense of personal failure*". As a result of this experience and others like it during her time in London, Jane Addams became "*obsessed*" about helping the poor. She became more religious and began reading volumes of books, especially religious and Christian ones. The most impactful book was **Leo Tolstoy's** "*My Religion*". Addams saw similarities between her life and Tolstoy's. Tolstoy, a once relatively wealthy, Russian author, saw the plight of the Russian poor when he became involved in the Moscow census in 1881. Tolstoy wrote and Addams read "*What To Do*" based on his experiences during the census. As a result of this experience, Tolstoy felt a personal responsibility to help Russia's poor. He soon gave away all of his personal belongings, stopped writing his popular novels, traded his upscale clothes for ragged, second hand ones, and began working in the fields of his family's farm.



Left: 1848 photo of Tolstoy in the Russian Army. Right: Tolstoy, after his epiphany, in 1868.

Addams also embraced Tolstoy's philosophy of "*non-resistance*" which essentially meant turning the other cheek regardless of what others do to you or others. This meant opposing violence with love and kindness, not force. Addams soon converted to Christianity, joined a Presbyterian church in the mid 1880's, and placed Tolstoy's non-resistance philosophy and helping the poor as her life's mission.

Based on the example of the famous London settlement house, **Toynbee Hall**, where educated, social activists volunteered to live and share their life experiences with the working poor.

Addams and college friend Ellen Gates Starr moved to Chicago in January of 1889 to create Hull House.



Jane Addams and **Ellen Starr** took over the former home of real estate mogul, **Charles Hull**, which had fallen into disrepair after his

death the year before. Poorer families were now moving into the neighborhood. Addams paid \$1,000 of her own money to repair floors and paint rooms. Landlord Helen Culver, the cousin of Charles Hull, paid for a new furnace and agreed to give Addams and Starr a four year lease at no charge after learning of Addams' charitable mission.

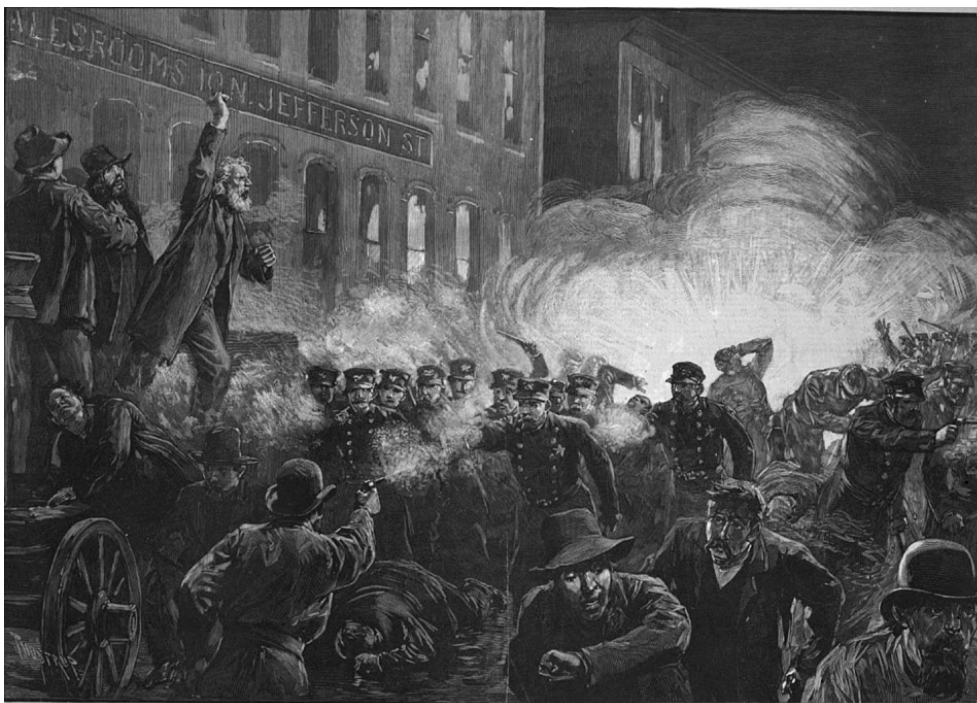
Chicago was an emerging city in the second half of the nineteenth century. It was located on one of America's great northern lakes and, by its geographic good fortune, became the ideal location for a **railroad hub** to serve other regions of America's growing western territories. Large waves of European immigrants came to Chicago to work in the city's growing factories and other railroad centric businesses. Disaster struck in 1871 when a third of the city, about 4 square miles, burned to the ground in **The Great Fire of 1871** leaving over 100,000 people homeless and 300 dead. The city quickly rebuilt and constructed the world's **first skyscraper** in 1885. Chicago experienced similar labor



World's tallest building in 1885- Home Insurance Building in Chicago; 12 stories high.

unrest as other American cities punctuated by the **Haymarket Labor Riot** of May 4th, 1886. Chicago factory workers, like others

neighborhoods were often neglected by city politicians. Garbage was infrequently collected; overflowing trash bins fed large colonies of



An engraving in Harper's Weekly Magazine representing the terrible circumstances in the Haymarket Square Labor Riot.

throughout America and the world, had long objected to 6 day work weeks and 10 to 16 hour days. On May 4th, immigrant workers from Chicago's factories gathered to protest for an **8 hour work day**. By day's end, a policeman was killed; several labor leaders were ultimately arrested, tried, convicted and executed for the policeman's murder.

Immigrant neighborhoods continued to mushroom as Europeans emigrated to Chicago and other American cities; they moved to neglected neighborhoods along the periphery of the factories they worked. Immigrant

disease-carrying rats. Human waste flowed through open sewers. The rotting remains of dead horses and other animals, left by owners where the animals died, also bred disease. Homes were usually overcrowded with hungry immigrants looking for periodic work. Factories and 'sweatshops' hired and then fired workers during busy and slow times of each year. Only 2 out of every 10 factory workers had full time jobs; everyone else was essentially a 'temp'. Children worked in the factories, too, their meager wages often critical to paying their family's rent and food. Child were often injured; three Hull House children who worked

in a neighborhood factory were injured because the machine they worked on lacked safety features. One of the children actually died from the injury. It was in this poverty and despair Addams did her work. When twelve neighborhood girls working in a neighborhood factory approached Adams for help when their supervisor threatened to cut their wages, Addams went to a local judge who sided with the young factory girls.

Addams documented the plight of Chicago's immigrant factory workers and quickly became an advocate for their right to unionize to change dangerous working conditions, their 12 hour work days, and poor pay. Unfortunately,

**at this time in
American history,
unions were controversial;
many American Congressmen
were unsympathetic
to union demands.**

Factory owners could easily find replacements for complaining or union sympathetic workers. **Strikes** were frequent, like the Haymarket catastrophe. Police sided with owners and were usually called in to stop striking workers' call for change. There were 80 strikes alone in Chicago in 1890.

Despite Addams apparent good deeds, many from Chicago's poor neighborhoods were initially suspicious of Addams, Starr and Hull House. Poor Irish and Polish Catholics as well as immigrant Jews suspected Addams and Starr were evangelists trying to convert them

to the Presbyterian Church; consequently, they stayed away from Hull House. But working mothers soon saw opportunities in Hull House's morning kindergarten and after school social clubs and art classes. Adult evening classes on topics families found helpful also attracted people. Addams gave her own money to poor families for rent, food, and heating bills. By the mid-1890s, Jane Addams' inheritance was gone. For the rest of her life, Jane Addams supported herself and Hull House on public donations and through public speaking and writing fees.

Addams tried to create a safe neighborhood within Chicago's most dangerous. As a result, **Hull House** became a 'safe house' for Chicago's poorest. At one point, 2,000 people were served each week in evening adult education classes, the morning kindergarten, and music school, using the gym, bathhouse, and library with lives enriched by the art gallery, girl's club, and coffeehouse. Residents said

**creativity
was encouraged;
Addams believed
"everyone
had something to offer."
Addams "had confidence
in the ability of others;
she assured us our best
was better than
we could imagine".**

Another resident said



1915 Photo of Jane Addams from the Chicago Daily News newspaper

“Jane Addams was never condemning, always reassuring and encouraging.”

It's not surprising so many Hull House guests went on to become successful: a president of the AT&T corporation; a president of **General Electric** corporation; the first woman faculty member of the **Harvard University Medical School**; a **Prime Minister of Canada**; and the first head of the **National Consumers League** were just a few. Hull House eventually evolved into a 13 building city campus.

Addams became a persistent and increasingly vocal social activist, first in the city of Chicago and later the world. Addams and her Hull House associates collected data on the city's immigrants, especially children. She presented the effects of typhoid on the city's poor and child labor's detrimental effects on children.

She criticized Chicago's corrupt politicians who were more interested in preserving power and creating their own wealth rather than safeguarding citizens from poor sanitation and unenforced building codes. Addams also challenged notorious business owners who exploited workers with poorly ventilated, dimly lit and unsafe equipment, **12 hour work days**, and pay so low parents were forced to send children, as young as 5 years old, to work, often alongside them in the factories .

Addams' fervor for social change eventually expanded beyond the city of Chicago. By 1912, she was one of the creators of a new, national, political party, **The Progressive Party**, to challenge the Democrat and Republican political machines. She endorsed **Teddy Roosevelt** in the **Election of 1912**. With the outbreak of **World War I** in 1915, she became an ardent critic of the war and America's participation in the conflict. She was elected president of the **Women's International League for Peace and Freedom** in 1915. When the United States entered World War I, Addams' anti-war rhetoric was seen as anti-American and she was roundly criticized in the American press. **J. Edgar Hoover** of the **FBI** included Addams on a list of anti-American radicals to be kept under surveillance. Addams became the most famous and most vilified pacifist in America.

In later years, Addams' health began to deteriorate. 'She suffered from bronchitis and had frequent bouts with the flu. She had a heart attack in 1926'. After injuries from a rickshaw

accident in Beijing, China, in 1933, the attending doctor discovered a tumor in her breast; a few weeks later, she had a mastectomy in Tokyo, Japan. By 1932, her weight increased to 200 pounds; at only 5' 4" tall, the extra weight only added to her health problems. And then, in 1934, Addams' dearest and closest friend, the woman she spent most of her adult life with, **Mary Smith**, died. Just two years later, on May 21, 1935, Jane Addams died, at age seventy four, from complications connected to **stomach cancer**.

The criticism from the war years was quickly forgotten. People from all over the world mourned her loss and celebrated her unselfish, activist life. President **Franklin Delano Roosevelt**, after meeting with Addams in 1932, said "*Addams understood more about the real people of America than anybody else does*". **John Dewey**, a famous American education reformer, called Addams '*the most human person he ever met*'. An ex-mayor of Chicago compared her to **Mary, the Mother of God**. She was compared to **St. Francis** and the biblical heroine, **Mary Magdalene**. Biographer **Louise Knight** described Addams as a person with a passion to make things better. Most interesting was Addams' description of herself, just a few years before her own death.

I was just a person
“trying to change....
attitudes”.

Jane Addams, like Leon Czolgosz, chose to

be an **American ‘change agent’**. Addams hated the way American Presidents and other national leaders seemingly ignored the plight of factory workers and their families as well as America's appetite for war.

I'm interested in your opinion. Please, share it with me.

Who was the more successful change agent, **Jane Addams or Leon Colzgosz?**

Question 1:

Who was the more effective '**Change Agent**'

Addams or **Czolgosz**

Question 2:

Please, explain, in a well written essay with grammatically correct, succinct sentences, **why** you believe this person was a more effective '**Change Agent**'

Henry Ford



Henry Ford was arguably the **most important man of America's "Bridge Period"** for the simple reason, he not only built the bridge connecting America's 19th century rural, agricultural past to its 20th century urban, industrial, consumer-centric future, but he **created the vehicle for crossing it** as well!



“If I had asked people what they wanted, they would have said faster horses.”

Henry Ford



“Some people say, ‘*Give the customers what they want.*’” That’s not my approach. Our job is to figure out what they’re going to want before they do. **Henry Ford once said, ‘*if I’d asked customers what they wanted, they would have told me, ‘A faster horse!’*** *People don’t know what they want until you show it to them. Our task is to read things that are not yet on the page.”* **Steve Jobs**

Steve Jobs, Co-Founder and President of Apple.

“Henry Ford is America!” stated influential American philosopher, **Reinhold Niebuhr**, in the early 1900s. *“Ford became the symbol of an America which rose almost in a generation from an agrarian (farming) to an industrial economic order”*. In the process, *“Henry Ford became the hero of the average American”* because, unlike other wealthy industrialists of the time, he took care of the thousands of workers who helped create his wealth. *“I believe it’s a disgrace for a man to die rich. Goodwill is about the only fact there is in life”* Ford proclaimed.

Ford walked the talk. In early 1914, he called representatives from Detroit’s area newspapers near his factory in Highland Park for a radical announcement. First, Ford declared the company was reducing its workday from 9 hours to 8 hours. Next, and most incredibly,

**Ford increased
his employee daily pay from
\$2 to \$5,
more than doubling
his workers paychecks!**

The front page headline in the *Detroit Journal* the next day read **“HENRY FORD GIVES \$10,000,000 IN 1914 PROFITS TO HIS EMPLOYEES”**. The news shook the country like an earthquake. **“CRAZY FORD, THEY CALLED HIM; NOW HE’S TO GIVE AWAY MILLIONS”** was another headline appearing in the *St. Louis Dispatch*. The *Cincinnati Times-Star* newspaper paper featured a cartoon of a farm boy exclaiming to his father *“Dad, I want \$5 a day for eight hours work or I’ll quit right now*

an’ go to Detroit to work for Henry Ford, I will!” Henry Ford’s response was as earth shattering: *“The money I’ve made is not mine to do with altogether. I do not own it. The men who have worked with me have helped create it.”*

Belying the ostensible kindness for the working man, Ford had a practical reason for this apparent **risky** investment in his workforce. Prior to the increase, turnover, productivity and efficiency were problems in

The Ford Motor Company.

James Couzens, Ford’s General Manager and Vice President of the Company, convinced Ford that by raising the spirits of his workers with higher pay and better working conditions, they would produce more cars at a lower cost. And **it worked**. Absenteeism, poor work performance, and low worker morale suddenly improved along with an increase in the daily number of cars produced!

Within 24 hours of the announcement, men started gathering at Highland Park hoping to get hired. Within a week, 14,000 letters arrived at the company’s employment office seeking work. Shortly thereafter, 10,000 to 12,000 men came to Detroit looking to be hired. Riots eventually erupted outside Ford’s automobile plant and police had to be called in to quell the disturbances. Everyone seemingly wanted to work at the **Ford Motor Company**.

At the same time, a disturbance of another kind spread through America’s business community. **Alvin Macauley**, the President of

the competing **Packard Motor Car Company**, called Ford's assistant, **Charles Sorenson**, and complained "*what are you guys trying to do?*" Competing auto makers said Ford was crazy and would destroy the very industry he created. Other companies, like General Motors, felt compelled to raise the wages of their workers as well but could not come close to Ford's \$5 a day standard. The Wall Street Journal, the country's leading business paper, wrote "*Ford, in his social endeavor, has committed an economic blunder, if not a crime. This may return to plague him.*" Another company manager said the \$5 a day "*was the most foolish thing ever attempted in the industrial world*" and predicted "*it would only create unrest among the working class.*" Obviously, it never did and the Ford Motor Company became one of the most popular work environments in the world.

Henry Ford was born just after the Battle of Gettysburg during the American **Civil War** in 1863 and died, in 1947, two years after the end of **World War 2**. In between, this son of a successful Michigan farmer launched the Ford Motor Company, the clear pioneer and frontrunner in America's emerging automobile industry. In the late 19th century between the years of 1894 and 1899, horse drawn carriages were the principal means of transportation. 350,000 carriages were sold in New York City alone during those years. And in the process, millions of pounds of

horse manure

littered America's streets, emitting its eye-watering, knee buckling aromas while breeding debilitating and lethal diseases. People rode

bicycles too; 1,000,000 were sold in the United States in 1896! But as the country made the turn into the 20th century, Henry Ford became

America's principal change agent.

The Ford automobile became the preferred and very affordable means of transportation. At the same time, it became the backbone of America's 20th century economy adding new industries and businesses in the process: steel, rubber, gasoline, petroleum, street and road construction, suburban real estate, roadside lodging and tourism, gas and repair stations, and ultimately, dare I say, **NASCAR!**

Young Henry Ford had no use for farm work. He possessed an insatiable **passion** for any and all things with moving parts: watches, clocks, and steam engines. At an early age, Henry Ford had a "*knack for fixing things*". In 1876, while traveling with his father by horse and wagon between Dearborn and Detroit, they came upon a cart with a large, loud, steam belching, engine moving along under its own power. This seemingly insignificant moment changed Ford's life. "*It was the first vehicle other than horse drawn that I had ever seen. It was simply a portable engine and boiler mounted on wheels with a water tank and coal cart trailing behind. It had a chain that made the connection between the engine and the rear wheels of the wagon. It became the engine which took me into automotive transportation.*"

At 16 years old, Henry left his dad's farm and moved to Detroit to look for a job in a machine shop. His father was not pleased, preferring

Henry become a farmer like himself. One of Henry's first jobs in December in 1879 was at the Flowers Brothers Machine Shop working on a small milling machine shaping brass valves **earning \$2.50 a week**. One year later, he took a pay cut to \$2.00 a week at the Detroit Dry Dock Company, Detroit's largest shipbuilder "so *I could learn more about different things*". Just to make ends meet to pay for his lodging and meals of \$3.50 a week, he took an evening job with a local jeweler cleaning and fixing clocks and watches. In what little spare time he had, Ford was always reading and studying from the pages of *Scientific American* and *World of Science* magazines as well as a book entitled "*Treatise on the Steam Engine*". He began tinkering with small gadgets and even built a small turbine.

During one of Ford's trips back to the farm in 1882 to help the family with their harvest, a neighbor asked Henry for his help with a portable Westinghouse steam engine used for threshing grain and sawing timber. At this moment, Ford seemed to have discovered his life's calling working on this Westinghouse N. 345, with its steam boiler mounted on the rear of a small, sturdy, four-wheeled drive chassis. He soon started experimenting building his own "farm locomotive" that could transport people. After marrying local girl **Clara Jane Bryant** in April of 1888, Henry Ford took a job as an engineer and machinist at the **Edison Illuminating Company** in Detroit for a salary of \$45 a month. "*I took the job because it was more money and I had finally decided to get away from farm life*".

Ford's reputation and salary grew as his achievements, work ethic, and **passion** made

him one of Edison's most valuable employees. He was appointed chief engineer at Edison late in 1893 and doubled his salary to \$90 a month. While Ford's prestige, responsibilities, and compensation increased at Edison, so did his family with the birth of his first and only child, **Edsel**. Over the next 2 years, Ford spent every moment of his free time building an experimental engine and carriage. It was here Ford found, what 2009 RISD commencement speaker, **Dr. Ken Robinson**, calls,

his 'Element'.
**"Every night and
 all of every Saturday
 I worked on the new motor.
 I can't say it was hard work.
 No work with interest is
 ever hard."**

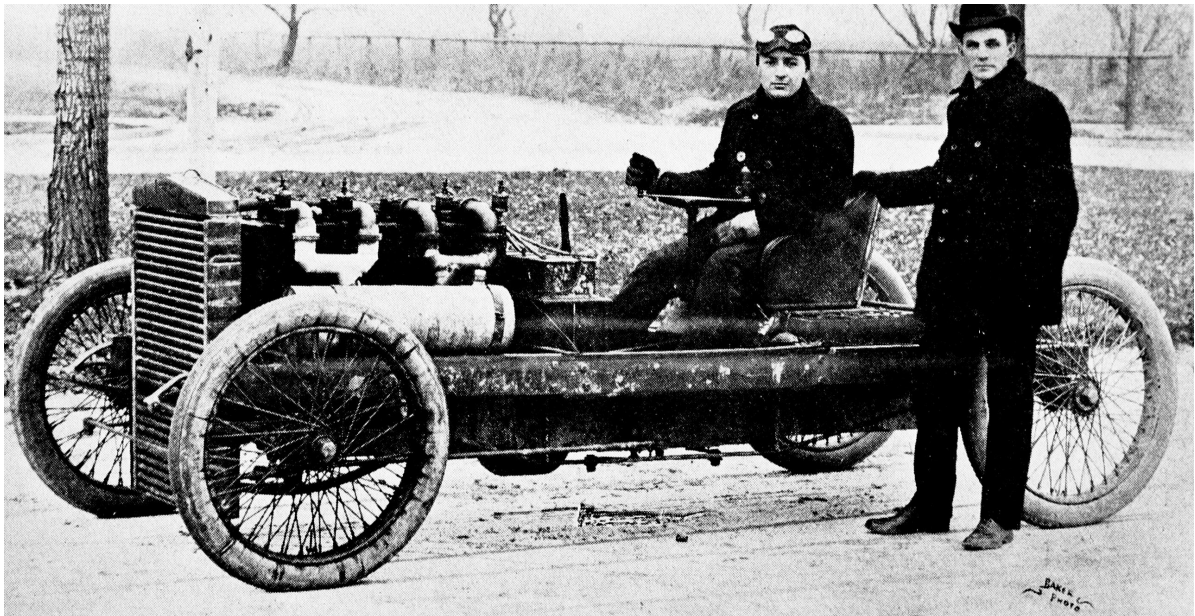
By the spring of 1896, Ford and a few associates had built a small engine to power a carriage. The vehicle weighed 500 pounds, featured two gears, "*a low of 10 miles per hour and a high of twenty miles per hour with a gas tank holding 3 gallons, and no reverse*." Ford called the vehicle the "**Quadricycle**". But Ford wasn't the first person to develop a "**horseless carriage**". On March 6, 1896, **Charles King** conducted a demonstration of his carriage on the streets of Detroit. King's carriage was greeted with great awe by America's public. But not Ford. King's vehicle could only reach a speed of 5 miles per hour and weighed over 1300 pounds. The only way to prove the superiority of Ford's carriage was to **race**. Ford realized, sooner than most, the best way to publicize the 'automobile' he hoped

to mass produce, was to become a celebrity. And the best way to achieve celebrity status in the late 1800's was on the 'race track.'

'Auto racing' was a relatively new phenomenon. The French in 1899, held a 1,421 mile auto race with several cars competing with the winning car averaging 32 miles per hour. On October 10th, of 1901, America held its first automobile race at the mile long Grosse Pointe race track in Michigan. The main event of the day was a 10 mile race. Henry Ford paid his entry fee the day before the race. 8,000 people packed the stands. Only 2 racers signed up for the featured race; the first person was **Alexander Winton** of Cleveland, Ohio, a car manufacturer like Ford, and the current world record holder for the mile, in one minute, fourteen seconds. **Henry Ford was the other racer.** At the end of three miles into the race, Winton led by a fifth of a mile. During the 7th lap, Winton's engine began to overheat and soon a cloud of smoke was spewing from the vehicle. Ford and his car then "*shot by Winton as*

though he were standing still" and won the race by $\frac{3}{4}$'s of a mile. Spectators went wild. It was at this moment Henry Ford achieved celebrity status and, with it, national exposure and publicity for his automobile.

America was changing with Henry Ford. Americans were flocking in great numbers to new competitive sports and forms of entertainment. **Baseball** and **prizefighting** became America's major sports. At the same time, amusements parks, like **Coney Island** in New York, were springing up all over the nation. The prim and proper entertainment of the 19th century was giving way to action-packed, "*instant pleasure*" and escapism venues for 20th century America. Auto racing fit this mold perfectly and soon became one of America's new, popular attractions. Ford exploited America's changing perspective, saying his victory over Winton "*brought advertising of the only kind that people cared to read*".



Henry Ford standing next to his race car and 1902 driver, Barney Oldfield.

**Ford looked to the future
and saw the
automobile central to it.**

Henry Ford soon feared his life expectancy was decreasing at a rate proportional to the increasing speed of his race car. His own cars were now becoming too powerful, too fast, too dangerous for him to drive. As Steven Watts writes in his biography of Ford, *“Henry Ford became too scared to drive his own car. Like Dr. Frankenstein, he grew leery of his own creation and had neither the skill nor nerve to operate it at optimum level.”* Car speeds were now approaching 70 miles per hour. Exit Henry; enter, **Barney Oldfield**, former successful motorized bicycle racer and not so boxer. ‘Old Barney’ was very comfortable sitting in the driver’s seat of Henry Ford’s race car. Oldfield became the first man to break the mile a minute barrier, treating the speed and danger of the early 20th century dirt race tracks with

**the same strident indifference
Wyatt Earp had for bullets
and
The Grinch for kindness.**

Oldfield’s name became synonymous with speed. With Oldfield driving Henry Ford’s automobiles, a new Ford Motor Company became an exciting and attractive investment for America’s turn of the century financiers and power brokers.

Ford’s first two companies failed. The **Detroit Automobile Company**, founded in 1899, was dissolved two years later; the stockholders of the **Henry Ford Company**, founded in November

of 1901, dismissed Ford in 1902, claiming he was distracted by his auto racing and not focused enough on the company which bore his name. Principal stockholder William Murphy renamed the company the **Cadillac Automobile Company**.

With the backing of a successful Detroit area coal dealer named Alexander Malcomson and several other area investors, the **Ford Motor Company** was established on June 16, 1903. While some of the company investors like Malcomson wanted to make high priced cars for the rich with a sale price around \$2,500, Ford was adamant about making an affordable car for the common man. Ford’s car



Mr & Mrs Ford with one of Ford's earliest cars

was sold for \$800. When Ford’s **Model T** appeared in the showrooms of Ford dealerships at a price of \$825 in 1908, sales skyrocketed. By 1916, Ford’s sale price dropped to \$325. Two years later, half the cars sold in America were Ford Model Ts.

Henry Ford turned over the Presidency of the company to his son **Edsel** on January 1, of 1919, in name only! Henry still exercised complete control of the company. Edsel’s position was



simply symbolic. Henry's relationship with his son slowly degenerated to borderline abuse. Ford continually embarrassed Edsel by reversing many of Edsel's decisions and policies. One Ford engineer remarked *"every time Edsel starts to do something, the old man knocks it down."* According to Ford biographer **Steven Watt**, *"Ford employed a tactic of divide and conquer by setting company managers against Edsel. It became an intolerable situation for Edsel."*

As the Ford Motor Company dominated America's automobile market and Henry Ford became one of the richest men in the country,

**Henry Ford contracted hubris,
a delusional 'disease'
affecting
self-absorbed,
seemingly successful people.**

Henry Ford came to **believe his expertise and wisdom extended beyond making cars. He now believed himself an expert on everything**, from local, national, and international politics and the lifestyles of his employees. He bought a local Michigan newspaper in 1919 and soon had reporters publishing social commentary on a wide variety of topics from the best movies and music to support or criticism of America's Presidents. Most offensively, the paper began publishing **anti-Semitic** articles. From May of 1920, Ford's *Dearborn Independent's* front page featured a series entitled *"The International Jew: The World's Problem"*. The paper's editor, **Edwin Pipp**, resigned claiming *"Mr Ford commenced printing his attacks on the Jews."* Henry Ford's response was shocking and disappointing.

“The Jews are the scavengers

of the world. Wherever there’s anything wrong with a country, you’ll find the Jews on the job there.” Most embarrassingly in 1938, Henry Ford accepted the highest honor bestowed to a foreigner from the German Nazi government of **Adolf Hitler**. On July 30th, in Ford’s Dearborn office, two Nazi envoys placed the ‘beribboned cross and star of “The Order of the Grand Cross of the German Eagle” around Ford’s neck with a congratulatory letter from Reichsfuehrer Adolf Hitler for making a car for the masses.’



Grand Cross of the German Eagle, an award bestowed on Ford by Nazi Germany

Hitler idolized Henry Ford, even displaying a photograph of Ford in his office.

The Ford Motor Company and its patriarch continued their downward spiral from the mid 1920’s into the 1930’s and 1940’s. Sales of Ford’s Model T began to decrease after 1923. As times changed, Henry seemed trapped by his past success, unable or afraid of the changes taking place with American consumers. His curiosity and once keen ability to **“see around corners” into the future** vanished. All the exemplary, entrepreneurial traits that once enabled Ford to be a pioneer in the automobile industry, one of the world’s richest businessmen and most successful ‘change agents’ was somehow displaced by an aversion to change.

What happened to Henry Ford?

The average American was earning more money and lifestyles naturally were changing with it. **Americans wanted more, and more extended to their choice of automobiles. Jack Welch**, arguably the 20th century’s most celebrated CEO, maintains history’s most successful leaders *“have a 6th sense for changes, as well as challenges from competitors.”* Henry Ford had it but seemingly lost it.

While Henry Ford was adamant about only building Model T’s, the **General Motors Corporation**, under the leadership of **Alfred Sloan**, was creating new cars in every price range: Chevrolets, Pontiacs, Oldsmobiles, Buicks, and Cadillacs. Another competitor emerged in 1925, started by **Walter Chrysler**, offering a popular

mid size car. Then, in 1928, Chrysler offered a new low priced car called "*the Plymouth*" which quickly took additional market share from Ford.

The Ford brand was loosing its luster

According to **B.C. Forbes** of Forbes Magazine, Ford's entrepreneurial vision further diminished by surrounding himself with 'yes men' who told him only what he wanted to hear. One man, **Ernest Kanzler**, an executive in the company and brother-in-law to Edsel, tried to influence Mr. Ford with a well written, very respectful, seven page document encouraging changes to the company's rigid Model T plan. Kanzler was fired. "*The Ford car will continue to be made in the same way....I am not governed by anybody's figures but my own information and observation*" replied Mr Ford.

Henry Ford,
the once creative thinker,
the futurist who created
market demands
as Steve Jobs did with Apple,
became adverse to
change
rather than
the great innovator
and risk taker
he once was.

As sales continued to slide and workers became upset with declining working conditions on the assembly line, Henry Ford appointed **Harry**

Bennett the company's head of security in the late 1920's.

Harry Bennett was a thug

who relied on intimidation, threats, bribery, and violence to manipulate the company's workers, the city of Detroit, and Michigan state politics. Bennett became Ford's right hand man and they were conspicuously and frequently seen together. Bennett kept order with a posse of ex-convicts, underworld figures and street thugs on the company's payroll. Biographer Watt writes "*Bennett had an elaborate network of spies from the factory floor to the executive offices. He kept files on employee mistakes, from their drinking habits to womanizing. Frequently, he would try to lure an employee into misbehavior. He dispensed favors by handing out jobs and gift automobiles. Harry Bennett made and unmade mayors and police chiefs in the city of Dearborn.*" On May 26th, 1937, as union organizers handed out pamphlets outside Ford's offices, two of Bennett's thugs grabbed one of the Union representatives, **Richard Frankenstein**, "*pulled his overcoat over his head to pin his arms, and began to beat him with blows to the head and face, before knocking him to the ground and stomping on his stomach.*" Intimidation on the factory floor was as reprehensible. Workers weren't allowed to talk on the assembly line. An older worker, on the job with Ford for over 20 years, was dismissed when he used a piece of waste paper to wipe oil from his arms a few minutes before the bell sounded ending his shift. As car sales plummeted with increased competition combined with Ford's stubbornness to offer alternatives to the Model T and the onset of a world wide Depression

more oppressive and unfair, Ford workers sought to unionize. Edsel argued the company should accept the unionization of the company's workforce; Henry Ford was rigid in his refusal. On May 21, 1944, the U.S. government interceded and ordered a union vote at Ford. 97% of Ford's workforce voted for the Union! Henry Ford went home that evening and told his wife he would close the vote at Ford. 97% of Ford's workforce voted for the Union! Henry Ford went home that evening and told his wife he would close the company rather than admit the union. She responded forcefully. **Clara Ford**, Henry's wife of over 50 years, said she would leave him if he shut down the company; she had seen enough violence and bloodshed. She also wanted the company passed onto to his children. "What could I do" Henry asked **Charles Sorenson**, a principal within the company. "The whole thing was not worth the

trouble it would make." The next day, Henry Ford acquiesced to the **AFL** and **UAW-CIO** union demands.

**Edsel's premature death
of cancer on May 26, 1943,
accelerated Ford's
mental decline.**

Henry Ford was grief stricken by Edsel's death. He blamed everyone, from doctors to company executives, with the exception of Harry Bennett. Henry Ford eventually realized his own faults with his terrible treatment of his son. Henry Ford resumed control of the company with Edsel's passing on June 1, 1943. Charles Sorenson said "we all knew Henry was mentally and physically unable to handle the job." With the company falling on hard times, some say



Like most automobile companies, Ford built aircraft during World War I. In 1925, Ford bought an aircraft company and successfully produced commercial aircraft until 1933 when poor sales during the Great Depression forced Ford to close the company

near bankruptcy, Edsel's wife pushed for her son, Henry Ford II, to take control.

Henry Ford II became the new President of the Ford Motor Company on September 21, 1945. His first act as President was firing Harry Bennett.

Henry Ford's health continued to decline. On April 7th, 1947, Henry and Clara finished their dinner and sat before the fireplace before going to bed. Henry undressed and drank a warm glass of milk to hasten his sleep. He had a brief coughing fit before going to bed. He awoke two hours later breathing heavily and complaining of headache. A physician was called and joined Clara by Ford's bedside.

Henry Ford died at 11:40pm on April 7th, 1947.

The doctor informed Clara that her husband died of a cerebral hemorrhage probably caused when he stooped over to untie his shoes before going to bed, triggering the coughing episode thus causing a blood vessel to rupture and create the hemorrhage.

Henry Ford had a remarkable life. His contributions to America are undeniable although somewhat tarnished during his later years with his empowerment of Harry Bennett, his resistance to change his beloved Model T, and reprehensible anti-Semitic behavior. **Reinhold Neibuhr** opined Ford initially was a benevolent

employer but his benevolence eventually turned to malevolence. **B.C Forbes** wrote in Forbes magazine in 1927, "*time was when Henry Ford was the most democratic man. He is no longer.*" Forbes claimed power and wealth changed, if not corrupted, a once great man.

In spite of the mixed reviews of the Henry Ford' brand today, entrepreneur

Elon Musk was an early adopter of Henry Ford's supply chain strategy.



2011 photo of **Elon Musk** and his **TESLA electric** automobile. Musk also owns a company that makes rockets, **SPACE X.**

Supply Chain is a management system for the purchase and delivery of important materials a company needs to make the products they sell. The 2 most popular supply chain management systems are **OUTSOURCING or horizontal supply chain** AND **IN-HOUSE or vertical supply chain management.**

OUTSOURCING supply chain strategy relies on companies using other companies, often called *3rd Party Partners*, to supply important materials needed to make the products they sell. For instance, if a T-shirt company needs cloth to make their T-shirts, they may sign a contract with a company to deliver cloth to the T-shirt company to print the information on the T-shirts they sell. There is **another supply chain strategy called ‘vertical supply chain management’** where the T-shirt company either owns a cotton plantation or signs a contract with a company that grows cotton to directly deliver their cotton to the T-shirt company to make their own cloth T-shirts before printing information on the T-shirts they sell.

Both Henry Ford and Elon Musk embraced a ‘vertical supply chain’ strategy

where they tried to own / control everything in their supply chain for the materials they need to make the products they sell.

Henry Ford owned rubber plantations to make his car tires, steel mills for car chassis and coal mines for the coal to power his factories.

According to a June 18th, 2022 “*The ECONOMIST*” article,

“TESLA struck DIRECT DEALS with mining companies for lithium, nickel, cobalt, and graphite, key ingredients for their IN-HOUSE MADE electric car batteries; no ‘middle man’.

Today, TESLA makes its electronics *in-house* rather than **outsourcing** to a 3rd party company to give TESLA **more control of costs and electronics technology.**

BMW, GM and most other car makers outsourced to 3rd part partners the acquisition of important minerals like iron ore and aluminum and natural rubber as well as the production of car parts like fenders, chassis, and tires.

TESLA’s most radical move has been in the sales of its automobiles. Instead of using

independent car dealerships, like FORD, GM, and others to sell their cars, Musk owned TESLA car dealerships; no 'middle man'.

X.com, PAY PAL) embraced HENRY FORD'S IN-HOUSE, 'VERTICAL SUPPLY CHAIN' STRATEGY.

While successful entrepreneurs like

I'm curious to hear your perception of Henry Ford's brand. Do you perceive Ford to have been a 'success'?

Steve Jobs (Apple, PIXAR) and Elon Musk (TESLA, SPACE X, THE BORING COMPANY,

Yes or No

Do you think Henry Ford considered himself a 'success'?

Yes or No



photograph of the SPACE X Starship X rocket. SpaceX was founded in 2002 by Elon Musk, with the goal of reducing space transportation costs to enable the colonization of Mars Starship is a fully-REUSABLE, super-heavy-lift launch vehicle. Starship is a two-stage-to-orbit launch vehicle, consisting of the Super Heavy booster stage and the Starship second stage or spacecraft. The spacecraft has four main variants: cargo, crew, propellant tanker, and lunar lander. Starship rockets are designed for rapid reuse after a vertical landing. Starship rockets use liquid oxygen plus liquid methane for fuel and are powered by Raptor engines. Once in orbit, the Starship rockets can be refueled by Starship fuel tankers to get them to higher orbits or destinations in the inner Solar System.

Jack Johnson



It was
**the Fight of the Century:
Jack Johnson vs Jim Jeffries.**

Johnson, the reigning World Champion;
Jeffries, the former undefeated world heavyweight
champ,
coaxed out of retirement to not only defeat but
literally 'beat' Johnson.

On
July 4th, 1910, at approximately 2pm,
America literally stood still.
It was the biggest sporting, no the biggest event,
in the history of this country!

Jack Johnson was the world's Heavyweight Boxing Champion when African Americans weren't supposed to be that. He was sophisticated, articulate, multi lingual, well read and dressed, and rich when African Americans weren't supposed to be like that. *"Jack Johnson was one of the most culturally sophisticated figures in the history of boxing. He knew about music and theatre, and had a taste for fine wines, spoke French and Spanish, and read widely"* recalled one historian.

He was *Muhammed Ali* before there was a *Muhammed Ali*.

"He was photographed more than any black person of the time. He was the first black American pop star" according to Gerald Early, American cultural critic.

This was post Reconstruction America, when America's **Supreme Court (Civil Rights Cases of 1883)** reversed Congress' previously passed civil rights legislation and America 'gave up' its attempt to extend equality to all, especially recently freed African American slaves. It was a time when America acquiesced to the policies of **Jim Crow**. Being black in post Reconstruction America was tenuous at best; being black during post Reconstruction in America's Southern states was a daily struggle for survival **"under the constant threat of mob violence"**. Racism was the 'bully in the room' dominating the conversation and politics of the country. African Americans of post Reconstruction America were threatened to the stereotypes and expect-

tations of a paranoid white America.

**Jack Johnson,
the third child and first son of
former slaves,
stood tall in stark defiance,
a glaring, outspoken
contradiction to
the African American
stereotype of the day.**

He was the most polarizing person in America at a time when racism was as oppressive as South Florida humidity, never to be mistaken for anything but what it was, a toxic, lethal, intimidation against change. Johnson antagonized racists in America by flaunting his wealth, dating white women, driving expensive cars - fast, wearing fashionable clothes, and displaying an intolerance to intimidation of any kind. Johnson biographer, **Geoffrey Ward**, tells the following story: Johnson was pulled over for speeding in a Southern town.

Johnson asked *"what's the matter, officer?"*

"You're going way too fast. I've got to fine you" the policeman responded.

"How much?" Johnson asked.

"Fifty dollars" the officer said.

Johnson pulled out a roll of bills from his pocket and handed the policeman \$100.

"What are you doing? I can't make change" the bewildered policeman said.

"Keep the change, officer. I'm coming back just as fast as I went through"

Jackson responded.

Jack Johnson took on American racism in that Reno ring on July 4 with an international audience looking on. *“More than 300 hundred reporters descended on the little town in the week before the fight; nearly every major American daily (newspaper) sent reporters. So did papers from Britain, Australia, and France. Telegraphers arrived with a boxcar full of equipment”* wrote Geoffrey Ward in his award winning book ***“Unforgivable Blackness: The Rise and Fall of Jack Johnson”***. Jack London, author of ***“White Fang”*** and ***“Call of the Wild”***, covered the event for the *New York Herald*. *“London’s coverage was venomous with each paragraph showing his distaste that a black man could defeat a white man; he called for a ‘White Hope,’ Jim Jeffries, to defeat Johnson.”*

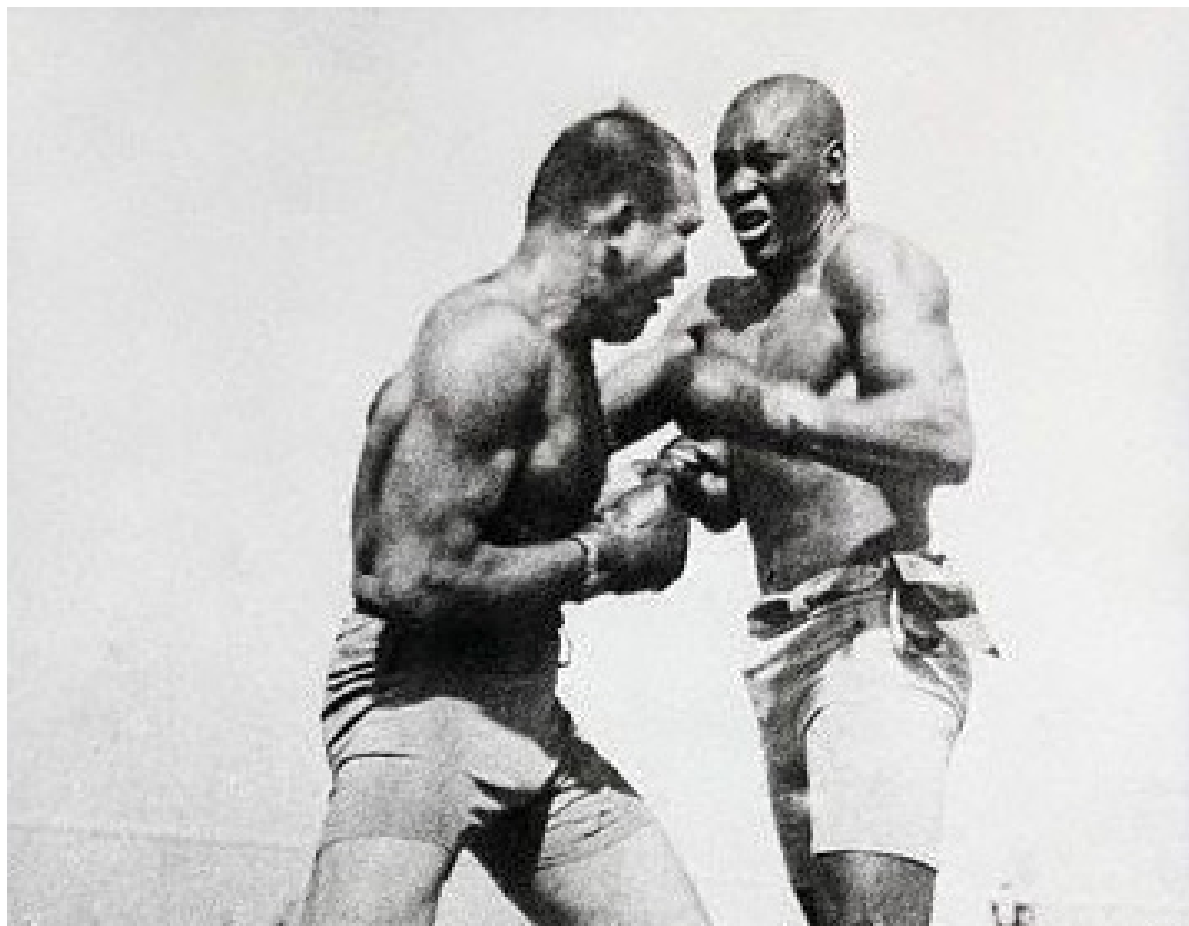
Reno, Nevada was as suited to host **The Heavy-weight Championship of the World** as **Central Falls, Rhode Island** for **The Kentucky Derby**. **Reno** was as overmatched as Jeffries was against Johnson. The city, known as the divorce capital of America with its small population of 11,000, was a late fallback choice. San Francisco, the first choice, changed its mind; California **Governor J. N. Gillette** barred the fight after initially permitting it. The bad publicity of boxing could seemingly ruin San Francisco’s chance of more lucrative future events. *“Hundreds of Reno residents, including the Mayor, offered rooms for rent. The lobbies of the better hotels were lined with cots; so were their flat graveled roofs. A fleabag (hotel) called The Stick Awhile raised its overnight fee from fifteen cents to a quarter.”*

The bout was scheduled for

45 rounds!

**The winner to take
75% of the money,
the loser 25%.**

At 2:30pm, Jack Johnson stepped into the ring first, according to the terms of his contract, wearing a black and white silk bathrobe, accompanied by a few handlers, before the 20,000 seat stadium filled to capacity. The stadium was built for this match. *“Carpenters were still banging together pine boards when the gates opened.”* Hundreds gathered outside. Jim Jeffries entered the ring moments after Johnson wearing a gray suit, checked golf cap, chewing a *“wad of gum”*. Jeffries stood at 6’ and weighed 227 pounds; Johnson at 6’ 1” and 208 pounds. Johnson was 32; Jeffries, 35 and fighting for the first time after a 6 year retirement. The fighters didn’t shake hands or pose for any preflight pictures; Jeffries refused. Ring side spectators spewed racial epithets at Johnson. Johnson deflected them with his gold, front teeth smile. Johnson wrote in his memoir ***Mes Combats*** published in France in 1914 *“they (racial slurs) made me laugh.”* He later recalled *“I was also amazed at the number of well-wishers I had. I heard many cheers.”* At 2:46pm, Billy Jordan started the fight with *“let’ er go!”* For the next 15 rounds, Jack Johnson battered the overmatched, over-age Jeffries with a barrage of punches and verbal jibes. *“Come on now, Mr Jeff. Let me see what you got”* and *“how do you like ‘em (my punches), Jim? Do they hurt?”* Johnson even called out Jeffries supporters in the audience, *“where do you want me to put him?”* In the 15th

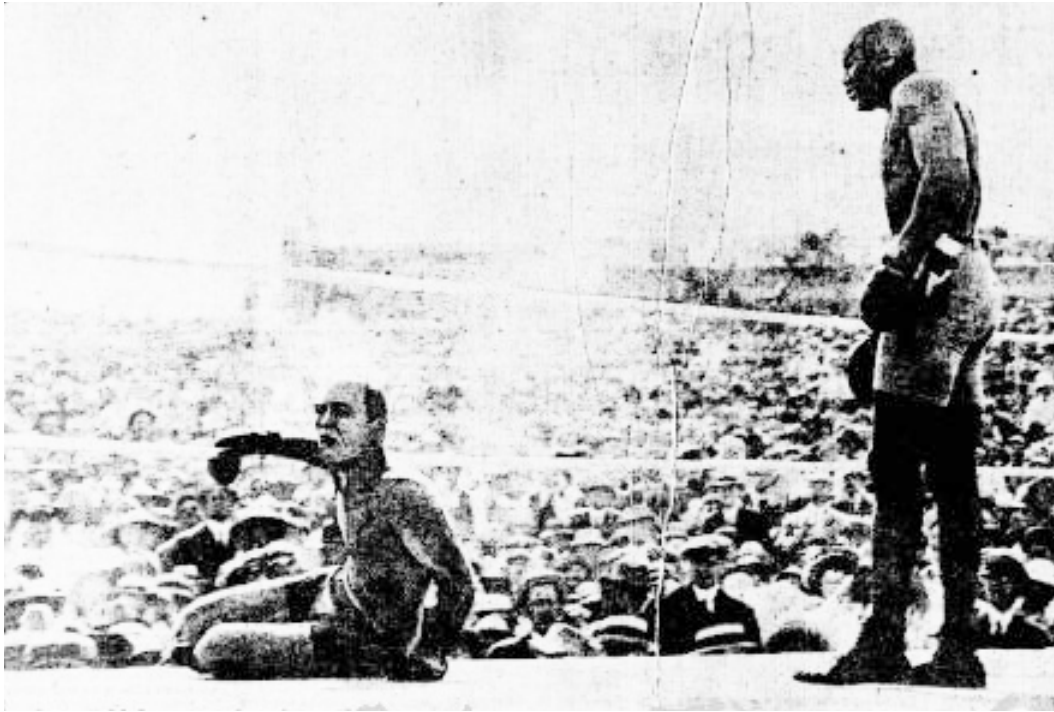


"The Fight of the Century." Jim Jeffries vs Jack Johnson, 1910, Reno, Nevada

round, with Jeffries' nose broken, eyes swollen shut, his body splattered with his own blood, Johnson knocked him down for the third time in the round. When referee **Tex Rickard** began his count once again, Jeffries manager **Sam Berger** stepped through the ropes to stop the fight as another handler threw in a towel. Jeffries later said *"I could never have whipped Jack Johnson at my best. I couldn't have reached him in a thousand years."* Johnson simply said *"I could have fought for two more hours. It was easy. I was having lots of fun."* When referee Rickard signaled the end of the fight by placing his hand on Johnson's shoulder, a few fans cheered. Most of the crowd

departed the stadium like exiting the wake of a dear friend.

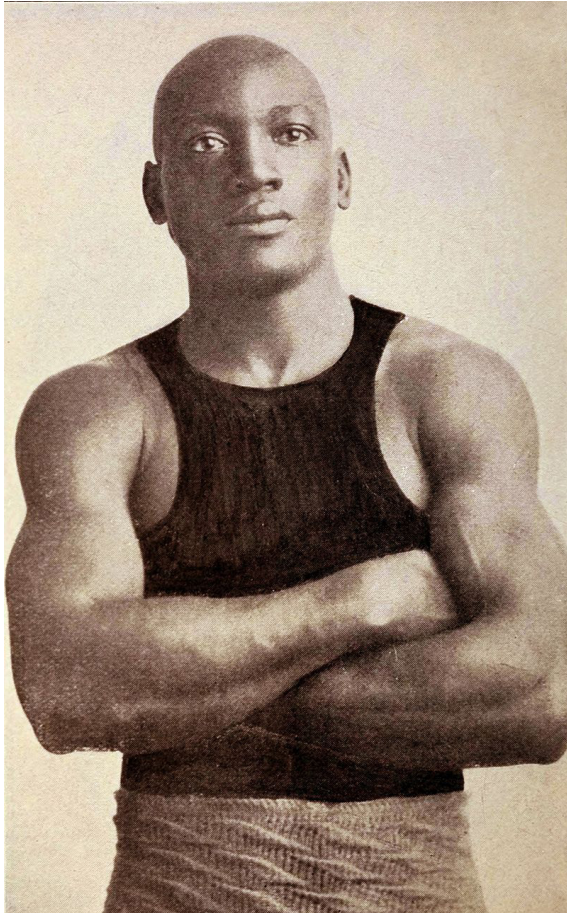
The news of Johnson's inconceivable win spread through the country's telegraph network like a lit fuse burning toward a nuclear arsenal. It was the next *shot heard round the world*. As **President William Taft** left a Boston auditorium after delivering a speech, he yelled to a newsboy, *"say, sonny, who won the fight?"* Ecstasy broke out in black neighborhoods throughout America. Johnson's mother, **Lucy**, was carried on the shoulders of exuberant fans from the Pekin Theatre in Chicago where she had been listening to



Johnson standing over Jeffries in the 15th round

someone reading the round-by-round telegraph reports. In an impoverished southern Illinois community, a group of men sprinted through the streets of the town shouting Johnson's victory after hearing the news outside a local newspaper office. *"Everybody wanted to buy someone else a dinner, a glass of beer, or a shot of whiskey... ..Black community members finally felt like a race of champions!"* according to an account from **Geoffrey Wards** biography of Johnson, ***Unforgivable Blackness***. The owner of Barron's Café in New York City followed the fight on a ticker-tape. As soon as word of Johnson's victory came across the wire, owner **Barron Williams**, obviously betting on the underdog Johnson, jumped up on the bar and yelled to the well dressed patrons

"everyone,...champagne's on the house!" However, for many white Americans, Johnson's stunning victory was bewildering; this wasn't suppose to happen. And then, the darkness in their racist souls sought retribution. *"Riots broke out like prickly heat all over the country between whites sore and angry that Jeffries had lost the big fight in Reno and negroes jubilant that Johnson had won"* the New York Tribune reported. In the San Juan Hill section of New York City, a mob set fire to a black housing building. In Clarksburg, West Virginia, blacks sought cover as a mob of whites stormed through their neighborhood. And, in Uvalda, Georgia, whites shot several blacks at a construction site. The mayor of Chicago refused to issue a parade permit to honor Johnson's return to the city



1908 photo on Johnson in his prime.

because of the fear of racial violence. Thousands showed up to see the champion anyway. From Geoffrey Ward's Johnson biography: 'at nearly every corner, the same white policemen who had arrested him and harassed him before, now reached out to shake his hand. The **all-black 8th National Guard Regiment** band played "Hail The Conquering Hero Comes" from **Lucy Johnson's** front lawn... ..Another man was arrested by Chicago police walking up Wabash Avenue with a rifle. Police believed an inebriated **Richard McGuirk**, a mechanic from St Louis, planned to

kill Johnson after losing his life savings betting against the champion. Remarkably, Johnson did not press charges'.

The Johnson-Jeffries fight brought out the worst and little of the best in America. The fight was a true indictment of the racial divide in the America.

The morning after the fight on that warm day in Reno, Nevada, Johnson deposited \$100,000 in the First Trust and Savings Bank.

Johnson's victory over Jeffries in July of 1910 brought him \$121,000.

There's plenty more where that came from" he told the teller. He bought a \$3,000 car for his mother and sent \$4,000 to 8 friends in Texas. Johnson then alluded to bribes offered him for 'increasing his take by lying down to Jeffries' saying "not alone, Jack Johnson has shown the world that there are honest men in the black race but I also have shown the world that there is one black man who loves honor more than money."

Ed Smith, a reporter from the **Chicago Tribune** traveling with Johnson after the fight by train

to Chicago, wrote *“this black man (Johnson), were he of white skin, would be the most popular champion we ever had. He has all the manners to make him such, and is so accommodating and polite all the time that people who know him well get to like him immediately. No matter what the request, Johnson is willing to go out of his way to grant it.”* And for Jack Johnson *“there is good and bad in each color. The fellows that are making trouble over my victory at Reno got no class. They’re scum. The black ones that swell up and cut a swath because I’ve got a hard fist are without education. If they had any manhood, they wouldn’t fight.”*

The other matter that infuriated many racists in America was Jack Johnson’s dating and marriage of white women. Johnson was married three times, all three wives were white. In November of 1912, Johnson was arrested for traveling with a white woman violating the terms of the **Mann Act**, for *“transporting women across state lines for immoral purposes”*.

Johnson was convicted in June of 1913 and sentenced to a year in prison.



Johnson and wife Etta in a 1910 photo

He fled the country and ended up living in France.

Johnson continued to fight professionally during his exile. His most noteworthy match was against 34 year old, 6’6 ½” tall, 245 pound, **Jess Williard** in Havana, Cuba, on April 5th of 1915. The 37 year old Johnson was knocked out in the 26th round of a scheduled 46 round fight. He returned to the United States on July 20th, 1920 and surrendered to federal marshals to serve one year in the federal penitentiary in Leavenworth, Kansas.

Johnson’s last fight was in a losing effort against Walter Rice in 1938. The remaining years of his life paled in comparison to the limelight of his life as champ. He was evicted from his apartment in Chicago and forced to file for bankruptcy. If he wasn’t in court in a lawsuit for non payment, he was looking for new ways to make money, from writing his memoirs, to speaking engagements and exhibitions with former champions. He once tried to befriend the next rising black heavyweight, **Joe Louis**, and suggested to Louis’ manager *“I can make that boy a champion if you turn him over to me.”* Louis’ manager, **John Roxborough**, *“cursed Johnson out of the office, told him how he had held up progress of the Negro people for years with his attitude, how he was a lowdown, ...and told him he wasn’t welcome in Louis’ camp anymore.”* Even Joe Louis and others in the Louis camp held Johnson in contempt. But Johnson remained prideful, strident, impeccably dressed, debonair, and outspoken the rest of his life.

***“I was a brunette
in a blond town
but
I did not stop steppin”
Johnson once said.***

Johnson died in a car crash near Raleigh, North Carolina, in 1946. He was 68 years old. He is buried in Chicago, Illinois.

From American cultural critic, writer, and syndicated columnist, **Stanley Crouch**: *“in his way, on a far lower scale, Johnson is there with Lincoln, Duke Ellington, Louis Armstrong, and Thomas Edison. These main guys, these guys whom you couldn't figure out, there's no recipe for, he's one of them. He was the kind of person who could of only come about in the United States, because America, for whatever its problems, still has a certain kind of elasticity, a certain latitude that allows a person to dream a big enough dream that can be achieved if the person is as big as the dream.”*

“The Great White Hope”, a successful Broadway play and a 1970 movie about Johnson, starring **James Earl Jones**, along with a **Ken Burns** produced 2005 television documentary, *“Unforgivable Blackness: The Rise and Fall of Jack Johnson”*, have memorialized Johnson. The 1910 film of the Johnson-Jeffries fight is in the **National Film Registry**. In 2002, African American scholar, **Molefi Kete Asante**, listed Jack Johnson in his list of the **100 Greatest African Americans**. Jack Johnson is also in the **World Boxing Hall of Fame**. In April of 2009, **Senator John McCain** of Arizona and **Peter King**, Representative from New York, petitioned **President Barack Obama**

for a posthumous Presidential Pardon of Johnson's 1913 conviction; all acknowledged that racism, not justice, was the basis of Johnson's arrest and imprisonment. It did not happen. President Donald Trump announced that he was considering a full pardon of Johnson after speaking with actor Sylvester Stallone.

**President Trump officially
pardoned Johnson
on May 24, 2018,
105 years after his conviction.**



Johnson was an inaugural 1954 inductee to The Ring magazine's Boxing Hall of Fame and was inducted to the International Boxing Hall of Fame in 1993. In 2005, the United States National Film Preservation Board deemed the film of the

**1910 Johnson-Jeffries fight
“historically significant”**

and put it in the National Film Registry.

Sissieretta Jones



Beautiful.

It's the most complete word to describe everything about this extraordinary woman.

Her appearance. Her personality. The way she wore her costumes and jewelry. Her humility. Her kindness. Her devotion to her mother. Her hard work and dedication to her art. Her respect for others. Her on-stage presence. But,

**most of all,
it was her voice;
no one sang as beautifully
as Sissieretta Jones.
It was rich, clear,
strong and hypnotic.
She was, in fact,
an international superstar.**

At a time when America was a bitter, frequently violent, racially divided country, whites and blacks alike, from the ethnically diverse cities of the North to the Jim Crow segregated South, stood and cheered for her, together, after each performance. Before numerous Presidents of the United States at the White House in Washington, D.C., Princes and Princesses of Europe and the elite from Caribbean and South American republics, each performance was followed by an eruption of appreciative and positive energy. She was constantly given gifts of appreciation from her legions of fans. Gold medals, diamond studded tiaras, pearls, emeralds, rubies, diamonds, and rich bouquets of flowers, all came her way from the star-stuck officials and citizens of the countries she performed in. A Toronto, Canada newspaper described Ms Jones's hypnotic stage presence,

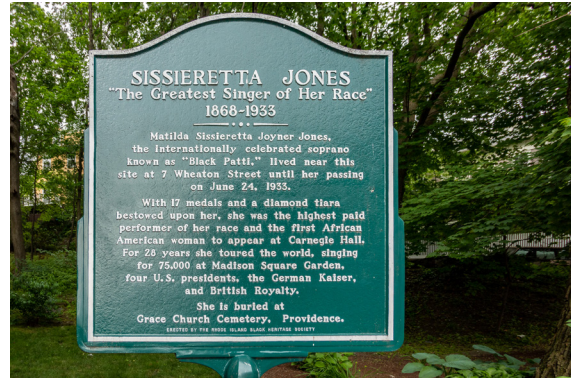
before a mostly white audience, as "*Ms. Jones has the perfect figure, a pretty natural carriage, and a pleasant girlish face lit with dark, soft eyes. Her dress is the perfection of richness and good taste, a combination of form and color that gives her skin an effective setting. Her hair, dusky black without a curl, is curled in a*



Grecian knot at the nape of her neck, showing her prettily shaped head. The front of her bodice is a glitter with medals, her dark fingers ablaze with rings. As she stands before her audience, we understand for the first time something of the fascination...." A New York newspaper, following one of Ms Jones's performance at Madison Square Garden in 1892, wrote "*She (Ms Jones) is an artist. Her manager declared she is the greatest singer of her race; I say she*

is one of the best of any race.” And in the Detroit Plaindealer Newspaper, “...the soul of a nightingale seems to have lodged in her throat. She sings with remarkable passion and depth of feeling.” In Buffalo, New York, a reporter described the applause so loud and long as “nearly bringing down the House!” After a performance in Pittsburg, Pennsylvania, one reviewer wrote “Ms Jones is probably the most talked about woman in this town.” Author Maureen Lee, in her biography of Ms Jones, wrote about the same Pittsburg concert, “when she (Ms Jones) finished, the crowd applauded loudly for five minutes!” It was the power of one woman’s voice.

Matilda Sissieretta Joyner was born in Virginia in 1869. Her father, Jeremiah, born a slave in 1833 in North Carolina, was a carpenter, pastor and choir leader; her mother, Henriettea, although illiterate, was an exceptional soprano and musician who sang in the nearby Ebenezer Baptist Church in Portsmouth, North Carolina. By the time she was 10 years old, her family moved to **Providence, Rhode Island**, on the East Side of the city, at 7 Wheaton Street. While the Union’s victory over the Confederate Army of the South freed African Americans and gave them voting, education, and property ownership rights, a political ‘deal’ by America’s leaders from both parties in Washington took away those rights in 1876. Federal troops protecting African Americans in the South were removed. Segregation returned. African Americans were terrorized, intimidated, even lynched by terrorists groups like the **Ku Klux Klan**. In the North, while African Americans officially kept their legal rights, racism without



A plaque in Providence with the following inscription near 17 Wheaton Street, - **Matilda Sissieretta Joyner Jones, the internationally celebrated soprano known as Patti,** lived near this site at 7 Wheaton Street until her passing on June 24, 1933. With 17 medals and a diamond tiara bestowed upon her, she was the highest paid performer of her race and the first African American woman to appear at Carnegie Hall. For 28 years she toured the world, singing for 75,000 at Madison Square Garden, four U.S. presidents, the German Kaiser, and British Royalty. She is buried at Grace Church Cemetery, Providence.

‘slavery’ returned to the South and became the order endorsed by many states and communities. The Joyner’s decided to leave.

Providence was a thriving city during the Bridge Period. Sissieretta’ father became the minister at the Pond Street Baptist Church in Providence where Sissieretta started singing in the choir. Her family settled into a neighborhood inhabited by other black families “on the East Side of the city near Benefit Street.” Racial segregation in Providence schools had been abolished so Sissieretta attended the Meeting Street Primary School and later Thayer Street Grammar School. Rhode Island’s economy, once based on selling slaves, rum, and sugar in the late 1700s and early 1800s, became a successful center of factories and mills. “It was a fabulous era of wealth and middle class comfort”

writes Jones' Biographer Lee. *"Providence was a city of residential neighborhoods and businesses. It had a public transportation system of horse cars on rails connecting different parts of the city."* One of America's leading African American newspapers, **The New York Age**, wrote *"in no other city in the Union will you find a colored community better off than in Providence, when it comes to money"*. Despite all the aforementioned advantages for African Americans in Providence, some discrimination existed. Many skilled African American mechanics couldn't get jobs in Providence because of their skin color and you would encounter a place like the Providence Roller Skating Rink where blacks couldn't rent skates.

Many Americans

lacked empathy.

They' didn't see the benefits of trying to understand other people, to appreciate what is was like to 'walk in someone else's shoes. Discrimination based on ethnicity and religion ran rampant. Too many people didn't understand the great opportunities diversity affords a community, state, and country. As a result, America lost out on untold contributions in art, science, business, and leadership from millions of people considered 'different' and 'inferior' from those controlling 'power' in America's local, state, and national governments.

**Unfortunately, America's
legacy for this period
was a country**

**without true diversity
of opportunity.**

'What if?'

Just think how much stronger, more prosperous, safer, and happier America could have been, how much better America's future would have been if everyone, regardless of their race or religion, had equal opportunity for success?

**Sissieretta's story
inspires this reflection.**

Sissieretta's father eventually left their family when Sissieretta was 11 years old and later filed for divorce in 1889. Her mother turned to washing and ironing clothes in their home to support herself and Sissieretta. Despite this adversity, Sissieretta's focus was not external; never once did she blame anyone for her misfortune. Sissieretta's focus was totally **internal**; in other words, 'what can I do to affect my opportunities for success!'

At 14years old, Sissieretta began her formal music training at the Providence Academy of Music. Later that same year, at age 15, Sissieretta married 21 year old **David Richard Jones**, a hotel bellman at the "*fashionable*" Narragansett Hotel on the corner of Dorrance and Weybosset Streets in Providence. "*8 months later*" according to biographer Lee, **Sissieretta Jones** gave birth "*to daughter, Mabel*". Her middle name was 'Adelina,' probably named after the world

famous, Spanish, opera singer, **Adelina Patti**, who sang during the same time as Sissieretta. Tragically, her daughter died two years later.

Sissieretta's big break came when she met **Flora Batson**, a well known African American singer and performer.

Serendipity?

Sissieretta performed on stage with Batson before a packed house at Providence's Armory Hall on May 21st, 1885.

**Sissieretta became part of
Batson's network,
opening doors to
new opportunities to
fulfill Sissieretta's dreams
of becoming a professional singer.
From that moment on,**

Sissieretta's career took off to great heights of success. In October of the same year, she performed Shakespeare's *King Richard III* play in Providence with well-known New York actor John A. Arneaux. The *Providence Telegram* newspaper gave the play and Sissieretta's performance an excellent review. The next year, Sissieretta enrolled at the **Boston Conservatory of Music** to continue her studies. By the beginning of 1887, Sissieretta was performing on more concert stages with Flora Batson. In April of 1888, they appeared together in New York at New York City's Steinway Hall, her first appearance in 'The Big Apple'. Next stop with Batson, Philadelphia. A

management group soon offered her a two year contract to sing with one of their international touring groups of singers and performers. These were the same agents who represented arguably the most famous performer of this time, the international superstar, Spanish opera singer, **Adelina Patti**. Three years after a notable performance at the Wallack Theatre in July of 1881, a stage on which no other African American had ever performed, a white reporter for the *New York Clipper* entertainment newspaper wrote what was considered the ultimate compliment by calling Sissieretta Joyner "**The Black Patti**".

**Sissieretta was now
mentioned in the same breathe
as the world's best!**

The appellation stuck; for the rest of her professional life, this name helped promote her concerts and bring her the notoriety and riches she ultimately earned. Sissieretta's reaction to this reference speaks volumes about the quality of her person. *"It rather annoys me to be called the 'Black Patti.' I am afraid people will think I consider myself the equal of Patti herself. I assure you I do not think so; I have a voice and I am striving to win the favor of the public by honest merit and hard work. Perhaps someday I may be as great in my own way, but that is a long way ahead."*

Entertainment in America was continually evolving. **Concerts** and **operas** were very popular. Less elegant forms of entertainment, like **minstrels** and **vaudeville**, presented a more affordable entertainment alternative for

those Americans perceived less sophisticated and less wealthy than concert and opera fans. Vaudeville especially gained popularity through the end of 1800s and into the early 1900s. Vaudeville performances differed from traditional concerts and operas by presenting a series of unrelated acts. Comedians, animal acts, jugglers, one act plays, famous athlete appearances, and magic were part of the vaudeville venue. American minstrel shows, which began in the 1840s, were usually expressions of racism depicting African Americans in uncomplimentary ways. Before the Civil War, African Americans rarely performed; white actors, with charcoal brushed on their faces to look 'black,' performed the dance, song and comedic skits. After the War, African Americans were permitted and were eager to perform the still racist and derogatory minstrel acts. Minstrel shows enabled black dancers, singers, and actors to fulfill their passion to act and earn a living.

Many audiences, especially in the cities of the North, ultimately preferred 'real' African American actors than white actors in charcoal brushed, black faces.

American minstrel shows began to lose popularity in the late 1800s and disappeared early in the 20th century. Vaudeville remained popular into the early 1900s but slowly lost popularity in the 1920s as Americans turned to the next innovation in entertainment, movies!

Sissieretta Jones continued to perform all over the world, sharing concert stages with renowned black and white performers like **Antonin Dvorak**, the internationally famous Czech composer. *"I had previously only sung for people of my own race. I have (now) sung for white people. I found them very appreciative. I*



Antonin Dvorak

want to go abroad (Europe) and study acting and become an opera singer." In 1895, at the conclusion of a European tour where she performed for the Prince of Wales, a British reporter published an interview sharing Sissieretta's hope that her work would impact racism in America. *"Miss Jones is overjoyed to think her tour may have done something to soften racial prejudice."* Sissieretta was now

“earning \$8,000 a year, equal to almost \$197,000 today”

according to biographer Maureen Lee. Few Americans, white or black, were making this much money at this period in America history.



a stage at Carnegie Hall in New York City

Each summer, when the hot summer weather descended on the cities and theatres of the Northern hemisphere, Sissieretta returned to Providence to spend time and care for her mother. Each fall, Sissieretta returned to her troupe of performers for another tour throughout America and the world.

After years of marital stress, Sissieretta filed for divorce from husband and first manager, David, after fifteen years of marriage in Providence, Rhode Island's Supreme Court on June 27th, 1899. David's jealousy of Sissieretta's success had led to issues with alcohol and infidelity. The court granted her divorce as well as allowing her to resume her maiden name, Joyner; she decided to keep her stage name for the rest of her professional career.

Sissieretta was now the star of her own music troupe, the 'Black Patti Troubadors,' making \$500 per week or \$22,000 a year in 1899 dollars! She was also being successfully managed by a caring, respectful Rudolph Voelckel who networked



with New York's Carnegie Hall Music Association, was white and one year older than Sissieretta. Voelckel treated the actors he managed extremely well by providing private railroad cars *“fitted with gold plush upholstery and hand carved pianos”* as they traveled the country, hiring private cooks to feed the troupe, according to Jones biographer Lee. *“The railroad cars for the troupe had ten*

sections, and two public rooms where the cast passed the time playing cards, sewing, reading, sharing stories and celebrating big events."

After several years of financial and celebrity success touring the nation and the world, Sissieretta's career and life changed dramatically in 1913. For the first time in her career, she canceled her season's opening performance because of apparent "throat surgery" as reported by *The New York Age* newspaper. And then, in early 1914, Sissieretta Jones cancelled her plans to perform for the rest of the vaudeville season because "her mother was seriously ill forcing Sissieretta to return to Providence to care for her". Sissieretta returned for the beginning of the following season in the Fall of 1914. Despite occasional full house audiences, America's entertainment interests were shifting away from vaudeville to movies. Black Patti Musical shows were now frequently cancelled. By the end of 1914, the 47 year old Sissieretta Jones, returned to Providence, this time, for good. Her career as the star of the Black Patti Troubadours was over.

Not much is known of the great singer in her final years living on Wheaton Street in Providence, Rhode Island. She had no diary and there were no saved letters to be found, just a scrapbook of press clippings from her performing years. Her mother, Henrietta, died in March of 1924. According to some reports, Sissieretta lived on her own, supposedly supporting herself by selling her jewelry and some property she had purchased earlier in her career. She became ill in 1931 and had to rely on others to pay her wood and coal bills,

property and water taxes, and other essentials. Sissieretta Jones, The Black Patti, died on June 24, 1933. For such a once famous person, there was little information about her death. There was no obituary in the death notices of *The Providence Journal*. Her funeral was held at her home followed by a service at the Congdon Street Baptist Church. Because she had no money at her death, she was to be buried in a cemetery for the poor until **William Freeman**, the president of Providence's NAACP (National Association for the Advancement of Colored People) chapter, paid to have her buried in Grace Church's cemetery rather than a pauper's grave.

Sissieretta's **biographer, Maureen Lee**, in her book "*Sissieretta Jones*" best summarizes this great American singer's legacy. "*Sissieretta left a legacy of achievement during her 28 year career.....but she failed to reach her full potential because of racial discrimination....Today's music lovers will never know how Sissieretta's voice sounded, for she made no recordings, even though the technology was available during the latter part of her career. Newspaper accounts from critics of her day describe a beautiful and powerful soprano voice that charmed audiences, both black and white.*"

What if?

Sitting Bull



Sitting Bull - 1831 to 1890

It was always about the land.

“His name is still the best known of any American Indian leader in history. You can go anywhere in the world and mention his name and people know it. He was world famous when he died. He was many things to many people: a warrior, a shaman, a villain, and a hero. He was a showman. He was a man of great charisma. American writer and historian Stanley Vestal, who did not know him but probably spoke to more people than anyone else who did, saw him as one of the makers of America...”

writes Sitting Bull biographer **Bill Yenne**. There is even a college named after him, Sitting Bull College, in Fort Yates, North Dakota.

But before that seminal moment in American history, June 25, 1876 at the **Battle of the Little Bighorn** in the present day state of Montana, *“Sitting Bull’s name was just emerging in the American press; no one really knew much about him. He was becoming his own kind of mythic figure. He was known to be the rallying point among the Cheyenne and Lakota Indians. He was more of an enigma which only added to the sensation”* said author and historian **Nathaniel Philbrick** during an NPR interview on May 4th, 2010.

Sitting Bull was born in South Dakota into a Lakota Indian tribe, part of the Sioux Indian nation. The exact year of his birth is unknown; most suspect sometime between 1831 and 1837.

“I began to see when I was not yet born; when I was not in my mother’s arms, but inside of my mother’s belly. It was there that I began to study about my people. God gave me the power to see out of the womb. I studied there, in the womb, about many things. The God Almighty must have told me that I would be the man to be the judge of all other Indians – a big man, to decide for them in all their ways.” ~Sitting Bull, 1877

Sitting Bull gained significant status among many of the Cheyenne and Lakota tribes in the southern Montana Territory during a time when the tribes were under great pressure from America’s government and an invasion of white settlers moving west. Quite simply, Americans

wanted Indian land. This appetite became more insatiable after **gold was discovered** in the Black Hills of South Dakota in 1874. With the United States suffering from an economic depression since the **‘Panic of 1873’**, Indian gold was believed to be a sure way to economic recovery.

**Make no mistake,
this land officially
belonged to the Sioux,
given them in
the Treaty of Fort Laramie**

in 1868, negotiated and signed by General William Tecumseh Sherman, to end the Red Cloud Indian War. This treaty guaranteed Lakota ownership of the Black Hills as well as additional land in Montana, South Dakota, and Wyoming.

It didn’t matter,

**the United States government
wanted the Indian land.**

Once a Lakota delegation led by Sitting Bull refused a \$100 million offer (21st century US dollar equivalent) for the Black Hills land, **President Grant** and his US Army Chief of Staff, **General Sherman**, issued an ultimatum: get off the land given the tribes in the Laramie Treaty. You have until January of 1876 or else the US Army will move you by force!

**Sitting Bull didn’t flinch:
this meant war.**

“Sitting Bull put out the call to the Indians of the south central Montana Territory to meet with him along the Rose Bud River in the spring for which proved to be one of the last times of plentiful buffalo. The Rose Bud ran parallel to the Little Big Horn. At the same time, General Sheridan set up a plan for 3 different columns to confront the Indians, one from the west, one from the east which was General George Armstrong Custer’s column, and one from the south to converge upon the Lakotas and Cheyenne and bring them in to the reservation” historian Philbrick narrated during a recent review of his 2010 book *“**Battle of the Little Big Horn: Custer, Sitting Bull, and the Battle of the Little Bighorn**”*

Sitting Bull was a savvy political and spiritual leader. The tribes came together looking for someone to provide answers and direction during this time of great stress. This ‘leadership search’ was unusual behavior for this tribal culture. The Lakotas and Cheyenne did not have

one, central leader; they usually came together as a group for discussion before reaching a consensual agreement. Sitting Bull’s charisma made him the logical choice to consolidate leadership. He would now make the decisions about when the Lakotas and Cheyenne would fight or make peace.

As the tribes came together in June of 1876, there may have been 10,000 Lakota and Cheyenne; among them, 1,500 to 4,000 warriors, including **Crazy Horse** of the **Oglala** Indians and **Old Bear** and **Two Moon** from the **Cheyenne**. Sitting Bull led the gathering in the **Sun Dance**, a traditional, religious ceremony where he danced and shed his own blood with ceremonial piercings. During the ceremony, Sitting Bull shared a vision he received during the ceremony of a battle to come, one in which the Indians would win. *“What he saw was soldiers falling into the camp, like dead grasshoppers; this was interpreted as a sign of a great victory”* Philbrick describes. But



Treaty of Fort Laramie (also the Sioux Treaty of 1868 was an agreement between the United States and the Oglala, Miniconjou, and Brulé bands of Lakota people, Yanktonai Dakota and Arapaho Nation, following the failure of the first Fort Laramie treaty, signed in 1851.

the vision also came with a warning: do not mutilate or steal from any fallen enemy soldier.

Sitting Bull's antagonist in the iconic battle of the Little Big Horn was

George Armstrong Custer.

***“I would love it if
I had a battle
every day of my life!”***

he once stated in a letter. Custer loved war. Despite graduating last in his 1861 class at **West Point**, Custer became a successful, albeit reckless and arrogant, officer during the Civil War. He was elevated to the rank of Major General at the young age of 23 in June of 1863. 3 days later at the Battle of Gettysburg, after leading the 1st Michigan Calvary at a critical juncture of the battle to secure the Union victory, he wrote in his battle report *“I challenge anyone in the annals of warfare to produce a more brilliant or successful charge of calvary.”* Following a brief leave of absence from the US military following the war where he considered lucrative jobs with railroad and mining companies as well as a General's position in the army of Mexican President **Benito Juarez** in a war against the French invaders, he returned to the US Army to fight the Indians living in the western territories of the United States. On June 25, 1876, a forced march enabled Custer's troops to arrive at the **Little Big Horn** one day before the other battalions. In typical Custer style, he divided his forces and impulsively led his 208 men to their brutal deaths against approximately 1800 Sioux warriors.

**Incredibly,
the Sioux warriors had
better guns;
17 round repeater rifles!**

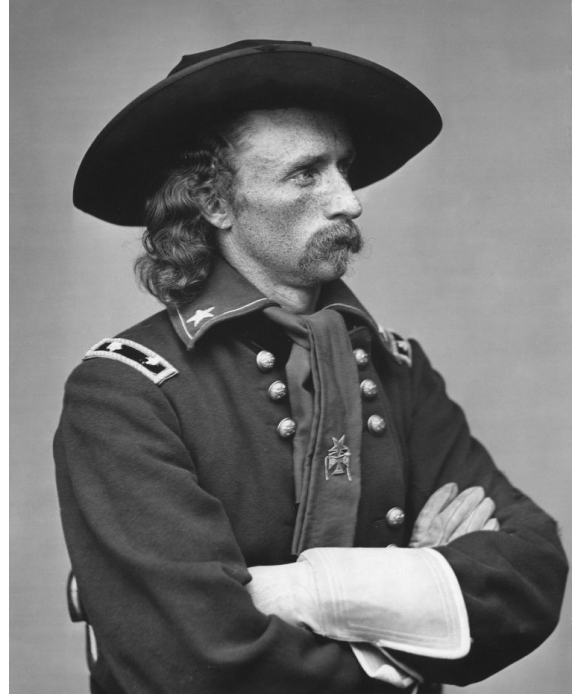
**The downsized,
post Civil War,
American army had
single shot rifles.**

40% of the US troops were poorly trained Irish, German, and Italian immigrants. There were 8 Sioux arrows for every US soldier. Custer was shot initially in the chest knocking him off his horse. Some historians suggest the second bullet in his left temple came from his brother, **Tom Custer**. Soldiers often saved one bullet to use on themselves rather than face potential capture, scalping, and torture by the Indians. It is said Tom may have shot his brother rather than have him suffer his own eventual fate.

James Donovan describes the battlefield aftermath in *“Custer and The Little Big Horn; The Last Great Battle of the American West”*: *“Tom Custer's corpse was one of the most severely mutilated. His head was smashed flat and scalped, his throat cut, his eyes and tongue ripped out, his abdomen sliced open and insides left protruding, his genitals hacked off with multiple arrows throughout his body. Only his tattoo initials on his arm – T.W.C. – enabled him to be identified. The 36 year old General's body was lying naked in a sitting position against two dead soldiers. He was not scalped, probably because his traditional long hair was cut uncharacteristically short for the hot summer months.*

The only defilement of his body came from the customary Sioux slash on his right thigh and an arrow stuck into his genitals. Other Custer relatives, brother Boston and nephew Autie, were also killed. Almost all of the dead U.S. soldiers were stripped of their clothing, their bodies scalped and mutilated with heads, feet, and legs cut off and scattered around the field. Many of the dismembered legs had the traditional Sioux slash.'

Most contend **Sitting Bull** did not participate in the fighting at the Little Big Horn remaining at the Greasy Grass encampment caring for the elderly and children, deferring battlefield leadership to **Crazy Horse** and his Oglala warriors, **Two Moon** and the Cheyenne, an **Rain In The Face**, the Hunkpapa warrior who claims to have



George Armstrong Custer



"The Custer Fight" by artist Charles Marion Russell depicting on battle in the Great Sioux War, the Battle of the Little Big Horn, June 25, 1876, near the Little Big Horn River, today on the Crow Indian Reservation in Big Horn County, Montana.



an alleged 1871 photo of Crazy Horse

killed **Tom Custer** for a previous insult. As Sitting Bull rode among the battlefield dead after the battle, he recalled the warning from his **Sun Dance** vision not to mutilate or steal from the bodies of the dead soldiers. *“Despite the victory”*, writes Bill Yenne in his 2009 biography of Sitting Bull, *“Sitting Bull now feared time was running out for the Lakota.”*

When the Sioux victory over the “Long Hair” Custer and the American army seemingly fulfilled Sitting Bull’s vision in the Sun Dance, he advised the tribes to disperse and flee soon after the battle. The gathering of Great Plains Indians Sitting Bull had rallied together remained together until August 9th while the US Army waited for reinforcements. The Cheyenne went south. Crazy Horse and the Oglala retreated to the Black Hills. Long Dog’s Hunkpapa group rode south across the Yellowstone River. Sitting Bull’s Hunkpapa went northeast into the Dakota territory. The US Army didn’t begin their chase until August 16th.

The American newspapers that created the myths of ‘Custer the Indian Fighter’ and Sitting Bull ‘The Warrior Chief’ now created a frenzy for revenge. **Crazy Horse** eventually surrendered only to be murdered on September 5, 1877 at the age of 35, while in the custody of Indian police and U.S. army soldiers on his way to Fort Robinson in Nebraska. Sitting Bull and about 200 followers had already fled the United States in May of 1877 for Canada. By August of 1877, **President Rutherford Hayes** sent a delegation to Sitting Bull’s camp in southern Saskatchewan to negotiate his surrender. The US delegation was led by Army Brigadier General **Alfred Terry**, Custer’s former commanding officer. Traveling with Terry were journalists **Jerome Stillson** of the New York Herald and **Charles Diehl** of the Chicago Times. Terry told Sitting Bull the President wanted him to return in peace to America and that if he would *“refrain from acts of hostility against the government and its people, the President will grant you full pardon for all acts committed in the past.”* *Sitting Bull’s response was “ we have done nothing. For 46 years (since the War of 1812) you have kept me and my people and treated us bad. It’s all the people on your side who started making trouble...”* Terry returned to Washington the next day without an agreement from Sitting Bull. The interest in the Indian Chief who defeated Custer was growing by the day and papers like the Herald and the Times couldn’t write enough to satisfy the public’s curiosity. Sitting Bull met with Stillson on October 17th for a rare interview. The reporter described Sitting Bull as “5’ 10” tall, wearing a black and white calico shirt, black cloth leggings, and moccasins, magnificently embroidered with beads and porcupine quills. When asked if he thought his followers would be able to live with



Sitting Bull photo taken in 1883 by famous 19th century photographer, D.F. Barry,

white Americans, Sitting Bull responded

***“No! I have told the truth -
Americans are great liars.*”**

The land belonged to my people. They (white Americans) always wanted to give little and get much. They told me if I didn't accept what they would give me in a trade, they would get the government to fight me.”

Two years later, in the summer of 1879, **Stanley Huntley** of the Chicago Times arranged a meeting with Sitting Bull through the intercession of a mixed raced Canadian trader. Huntley found an older, more forlorn, Indian leader. *“Do you hate Americans?”* Huntley asked. Once again, Sitting Bull focused on America's duplicity. *“I hate them because I and my people have always been deceived by them. They asked us to go to the agencies (reservations) and said they will care for us and feed us. They were but a short time, and then they were told they must farm... I never wanted to go. I will not farm.”* Sitting Bull also spoke about corrupt Indian agents who cheated them. *“It is not many years ago your people said they would give us the country of the Black Hills. They said our children should have it and own it... that it should be our hunting land. As soon as they found there was shining dust (gold) they drove us from there and told us the country did not belong to us... it is for that I dislike Americans!”*

Sitting Bull

Sitting Bull signature

Sitting Bull knew the life of the nomadic Sioux tribes, like the Lakotas on the western Plains, was dying with the great herds of **buffalo** that sustained them. For centuries, millions of buffalo provided the staples of existence for the nomadic tribes. Some estimates placed the amount of buffalo once roaming the continent between 30 to 75 million.

**'In 1865,
there were
15 million bison;
only ten years later
the numbers had fallen to
less than 2 million'**

according to a 2005 government research paper. In 1889, the Smithsonian Institute published a report claiming there were approximately 1,091 buffalo remaining on the Plains. At the end of the 19th century, the US Fish and Wildlife agency estimated there were less than 300 buffalo left. Buffalo were killed for their hides, for their bones to be ground up for fertilizer, their heads, tails, and horns for wall trophies, and, of course, their meat, shot from hunters riding horses and from the open windows of trains. Demand for buffalo beef increased even more after refrigerator railroad cars were introduced in the early 1870s.

Sitting Bull and 170 of his followers finally surrendered on July 18th, 1881. They were

met at the US - Canada border by the U.S. Army and taken to Fort Buford in North Dakota and then onto the Standing Rock Indian Agency (Reservation) adjacent to the US Army's Fort

Yates in the center of the Dakota Territory.

**The once thriving
Sioux civilization,
which dominated
the Great Plains for centuries,
ostensibly ended.**

With the buffalo herds on the verge of extinction, the once proud, nomadic Sioux were now captives on government reservations dependent on Army rations to be "civilized" by their white conquerors. Indian children had their long hair cut, sent to special schools, many in the East, thousands of miles from their homes to abandon their Indian culture and learn the ways of white America. The once effective nomadic hunters of the once ubiquitous buffalo were now forced to be farmers of grain and vegetables. Many Sioux could not or would not make the change.

Sitting Bull was allowed to leave the reservation in June of 1885 to be a part of **Buffalo Bill Cody's Wild West Show** traveling the United States. Bill Cody treated Sitting Bull with great respect and courtesy affording him top billing as "*The Renowned Sioux Chief*" in all the show's advertising. Cody, who tried to emulate the life of **Kit Carson** as a scout and wagon train leader, albeit more flamboyantly, became arguably the most famous man in America with his touring show. He paid Sitting Bull a signing bonus of \$125, a \$100 advance, \$50 per week and covered all the expenses of his entourage. Sitting Bull's rising celebrity status enabled him to charge for his autographs. According to biographer Yenne, 'Sitting Bull gave away most of his money to



Sitting Bull and Bill Cody, 1885

beggars he encountered in the American cities of the tour, confused how a land as prosperous as America could have such poor people. Sitting Bull returned to the reservation in October at the conclusion of the show's 1885 national tour.

After several more years living at The Standing Rock Reservation at Fort Yates, the reservation's senior Indian Agent, **James McLaughlin**, long envious and resentful of Sitting Bull, issued an arrest warrant for the Sioux leader on December 14, 1890 based on the suspicion of Sitting Bull fleeing the reservation to lead a Sioux uprising. At 5:50am the next day, the Indian police raided Sitting Bull's home, dragging him out of bed threatening to kill him if he resisted. Some of Sitting Bull's companions confronted

the Indian Police demanding his release as he was being led out of his home. **Catch the Bear**, a Sitting Bull companion brandishing a Winchester rifle and demanding the elder Sioux's release, shot Bull Head, one of the Lakota Indian policeman. Biographer Bill Yenne described what happened next: "As Bull Head went down, he raised his pistol, shooting Sitting Bull, inadvertently, in the elder Sioux's back. An Indian Policeman, **Red Tomahawk**, then turned and shot Sitting Bull in the head at close range. Sitting Bull collapsed as a huge gunfight erupted between the Indian Police and Sitting Bull's companions. A late arriving **Captain Edmond Fchet** and his 8th calvary eventually quelled the disturbance.

***Like Custer,
Sitting Bull died
with two bullet wounds,
one of them in the head.
Like Crazy Horse,
he died at night...
shot while in the custody of
Lakotas loyal to the whites.
As with Crazy Horse,
it was a clumsy ,
violent death
that should not
have happened."***

Unfortunately, the Sioux continued to be murdered, brutally and unnecessarily, only two weeks after Sitting Bull's death, during the last armed conflict between the Sioux and the United States Army at Wounded Knee Creek in South Dakota. In Dorris Alexander "Dee" Brown's best selling 1970 book, "***Bury My***



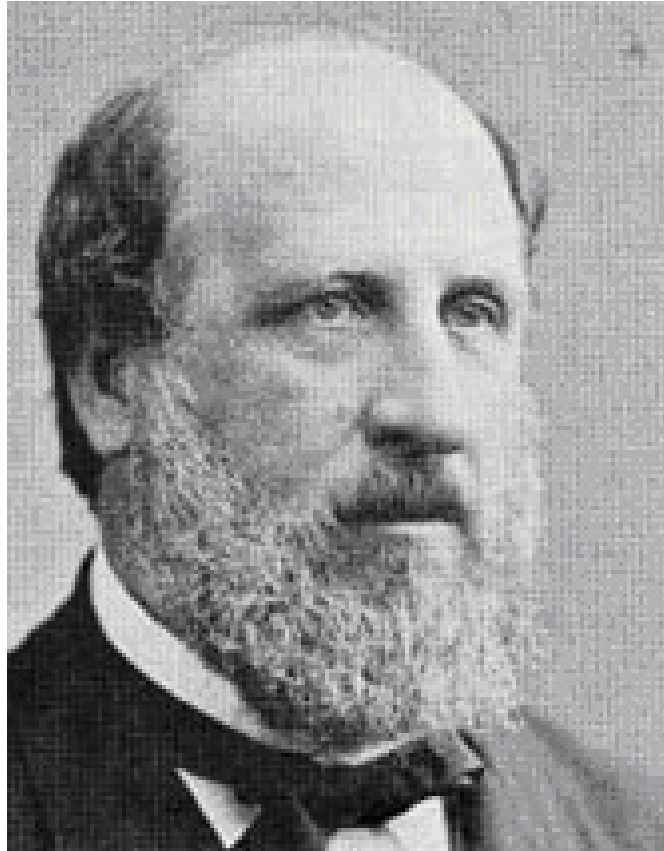
The Wounded Knee Massacre, also called the Battle of Wounded Knee, was a massacre of several hundred Lakota Indians, almost half of whom were women and children, by soldiers of the United States Army. It occurred on December 29, 1890, near Wounded Knee Creek on the Lakota Pine Ridge Indian Reservation in the U.S. state of South Dakota, following a botched attempt to disarm the Lakotas in the camp. (wikipedia)

Heart At Wounded Knee, he states “the big Hotchkiss guns on the hill opened up, firing almost a shell a second, raking the Indian camp, shredding the tepees with flying shrapnel, killing men, women and children. Indian survivor, **Louise Weasal Bear** said, ‘we tried to run but they shot us like we were buffalo. I know there are some good white people, but the soldiers must be mean to shoot children and women. Indian soldiers would not do that to white children.’ 153 died but many wounded crawled away to die afterward. One estimate placed the final total of dead at nearly 300 of the original men, women and children (of the camp).”

There is some dispute over the actual location of Sitting Bull’s remains. His body was originally buried, without an official ceremony, on December 17, 1890 at Fort Yates in North Dakota while some Lakota say his remains were removed and reburied at Mobridge, South Dakota in 1953.

It was always about the land.

Boss Tweed



The Boss

If you thought injustice only resided on the Great Plains of America during the late nineteenth century genocide of America's Indians, you're naively mistaken.

Injustice also festered in America's biggest cities, New York most notably.

Here's an excerpt from a US Congressional Committee investigative report on voting 'irregularities' in New York City in the Election of 1868:

“The US Congressional Committee issued its final report on the 1868 New York voting three months after Election Day. Of the 156,054 votes cast, 50,000 votes had been fake or illegal, the product of repeat voting, illegal naturalizations, or fictitious counts. The total number of votes in New York City actually exceeded the possible number of eligible voters by more than 8%!”

“The single most corrupt politician who ever served on American soil, bar none, was William Magear ‘Boss’ Tweed”,

New York State Senator, New York City Commissioner of Public Works, and most influential ‘Boss’ of New York’s mighty Tammany Hall Democratic Party machine during the 1860s and early 1870s according to Tweed biographer **Ken Ackerman**.

Tweed was the most powerful man in the State of New York and certainly in its’ largest and most important city until his December 1873 conviction on 204 counts of criminal misdemeanor fraud. The “Boss” ran the city like a king ran his court; nothing happened without his consent. Kenneth Ackerman described the extent of The Boss’s control: *“He controlled judges, mayors, governors, contract awards for construction and building projects, charitable donations, and many of the city’s newspapers”*. Tweed secured governorships, mayoral ships, and other political positions of power for his allies through

the blatant manipulation of the city’s Irish immigrants, bribes, and pay-back for his frequent political favors. In the process,

the “Boss” became rich

from payoffs from state legislators and diverting payments from contractors doing work on city projects to his personal bank accounts. As a result, Tweed became *“the third largest landowner in the city, a director of the Erie Railway, the Tenth National Bank, and the New York Printing Company, and the owner of the Metropolitan Hotel. He owned a Fifth Ave mansion, an estate in the posh community of Greenwich, Connecticut, and two steam-powered yachts”*.

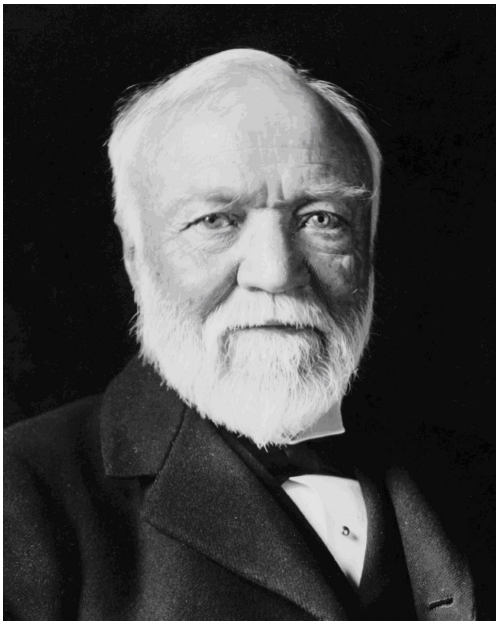
William Magear Tweed didn’t start graft and corruption in New York; it preceded him by generations. As a young New York City businessman in 1844, Tweed observed blatant vote-buying on the streets of the City during the 1844 Presidential Election. A city election worker told Tweed on election day there were 45,000 registered voters in the City and 8% of them usually stayed home and didn’t vote, even in Presidential Elections. When Tweed read in the next morning’s paper that 55,086 total votes had been counted, he realized he could make a lot more money in politics than his brush making company.

New York City was America’s largest with a population of 900,000 in the years following the Civil War. The City had long been the main entry point for millions of European immigrants. English, French, Swiss, Swedes, and Danes came by the boatload. By far, the majority of immigrants were Irish and German. Most found

their way into the squalor, filth and cramped conditions of the city's **slums**; the most notorious was **Five Points**, just blocks from City Hall, made famous in the film *"The Gangs Of New York"*.

In stark contrast to the squalor of the City's slums stood the wealth of New York's financial districts. Steamships carried goods from the City's textile mills, breweries, and tanneries to other port cities in America and the rest of the world. The post Civil War wealth from these factories as well as **John D. Rockefeller's** oil and kerosene refineries, **Andrew Carnegie's** steel mills, **John Jacob Astor's** American Fur Company and New York City real estate holdings, and **Cornelius Vanderbilt's** railroads funneled to New York's Wall Street Stock Exchange. New York City became the financial center of America and eventually the world.

While the City's wealth resided on Wall Street,



Andrew Carnegie



Cornelius Vanderbilt

its power rested with Tweed and his **Tammany Hall** cronies. Tammany Hall, or the Tammany Society, started as a social club for patriots during America's Revolutionary War. The society, named after a legendary Delaware Indian **Chief Tamanend**, affected political elections since the time of Aaron Burr, John Adams (1800) and Martin Van Buren. By 1830, Tammany Hall was an influential extension of the Democratic Party. By the 1840s, Tammany constituency was New York City's burgeoning immigrants, especially **Irish Catholics**. The Hall arranged jobs for poor families, financial support during hard times, support for Irish Catholic churches, charities, and parish schools, and placing Irishmen in influential jobs like **Matthew Brennan** as city comptroller, **John Clancy** as county clerk, and **John Kelly** as congressman and sheriff. During the infamous **Draft Riots of July 1863**, it was Boss Tweed and his Tammany lieutenants who quelled the rioting of the city's poor immigrants

incensed over President **Lincoln's newly enacted draft law** allowing the city's affluent residents to avoid the Civil War Union army draft with a \$300 payment. After Irish immigrants took over the Second Avenue ammunitions armory, pillaged the **Brooks Brothers** clothing store on Catherine Street, burned several police stations, and brutally murdered 11 African Americans for taking striking Irish worker jobs, Boss Tweed petitioned Lincoln's Secretary of War, **Edwin Stanton**, with an alternative draft plan. Stanton accepted the Tweed's alternative and the riots came to an end.

The "Boss" became the hero of the New York City. In the process, the rumors of Tammany Hall bribes and graft were ignored in light of his accomplishments during the Draft Riots.

Tweed's star continued to rise. He erected enduring testaments to his power, from the Brooklyn Bridge and the New York Stock Exchange, widening and paving boulevards up Broadway



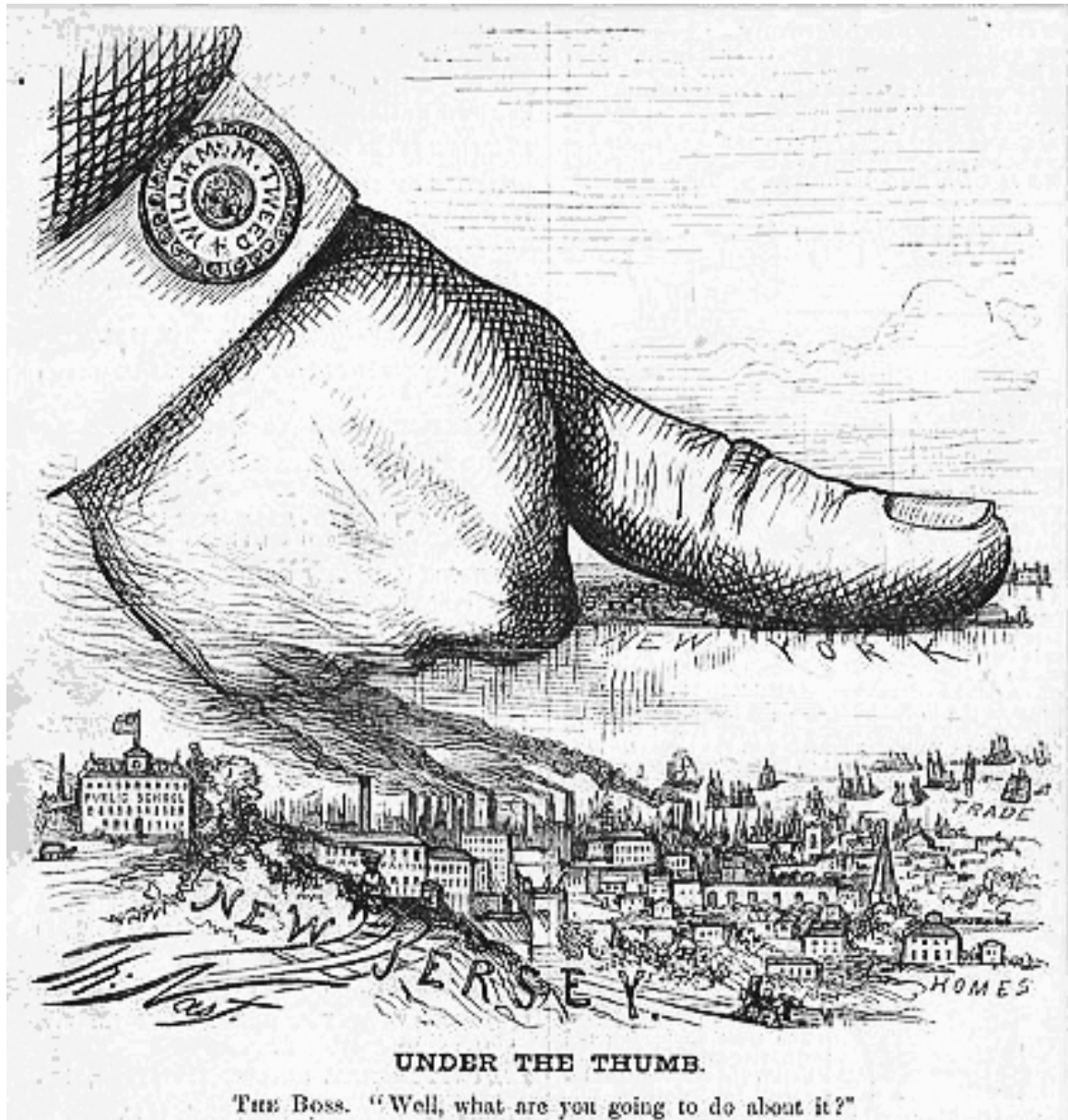
Tammany Hall headquarters
East 14th Street in New York City, in 1914

and around Central Park. He spent over \$10million dollars beautifying Central Park.

While the rich, upper class citizens of New York criticized Tweed and his cronies' obvious corruption, they didn't press the issue because their property values were increasing by as much as 82% between 1860 and 1870 while 'The Boss' kept taxes low.

Tweed concurrently bought the allegiance and votes of the Irish immigrants to ensure the ascendancy of his Tammany Hall candidates. Tweed delivered jobs to the Irish and interceded on their behalf with any problems with the police or City Hall. In return, the Irish voted for Tweed's politicians, early and often.

"In the Election of 1868, groups of Tweed's Irish immigrant constituents voted 20, 30, 40, even 50 times, traveling in groups to vote in different polling places in the City, often with deputy sheriffs accompanying them just in case a Republican poll watcher tried to challenge their right to vote"



Nast cartoon June 10, 1871: "Under The Thumb" depicting Boss Tweed's control of New York City and his proported arrogant retort 'Well, what are you going to do about it?'

according to biographer Ackerman. Tweed's allegiance to the Irish was steadfast as he constantly opposed anti-immigrant rhetoric of **Know-Nothing Party** candidates as well as campaigning hard to eliminate discrimina-

tory property requirements for voting, increase spending on education, support for the sick and unemployed, teacher compensation, and aid to Irish Catholic schools. Surprisingly, Tweed wasn't Irish or Catholic;

William Magear Tweed
was a
back slapping,
joke cracking,
flesh pressing,
300 pound guy
with a big stomach
who happened to be
Scottish and Protestant.
His outgoing personality
would take over a room.
He was always
impeccably dressed in
a black suit,
gold watch and chain and
diamond stick pin.

Tweed was the quintessential
'smoozer'
albeit
without ethics.

But by the end of the 1860s, "*people got tired of holding their noses*" claimed one of the city's most notable lawyers and diarist of the period, **George Templeton Strong**. **Thomas Nast's** first depiction of Tweed in one of his Harper Weekly cartoons was in late 1869. "The Boss" appeared in the background of a cartoon depicting the national Democratic Chairman, **August Belmont**, whom Tweed was attempting to depose. By the Election of 1870, Tweed became



William Magear 'Boss' Tweed

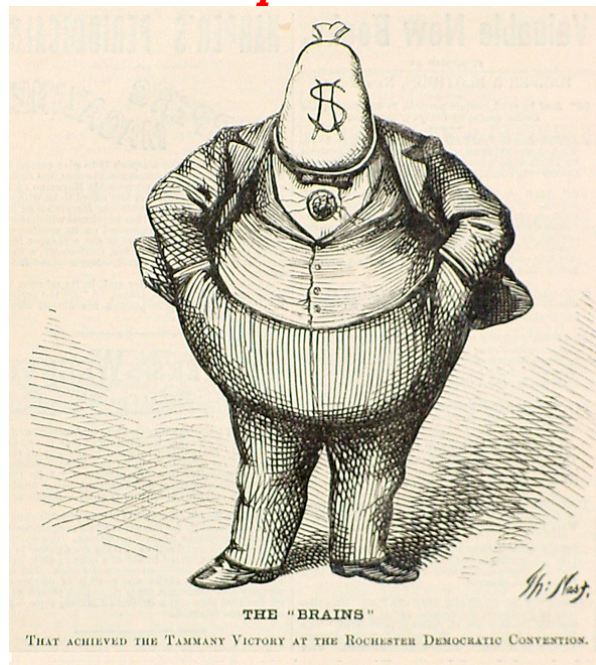
the focal personality of Nast's cartoons, caricaturing the Boss's big belly, big nose, diamond stick-pin, and Irish immigrant followers.

And then, in July of 1871, two frustrated Tammany Hall cronies broke their silence. On July 8 of 1871, disgruntled city official, **Matthew O'Rourke**, showed up at The *New York Times* office with copies of several entries from the city's ledgers. O'Rourke revealed a list of entries, exorbitant prices for materials and rents, portions of which skimmed to the accounts of Tweed and his cronies. Ten days later, Tweed lieutenant, **Jimmy O'Brien**, after his latest fallout with Tweed, went to *The New York Sun* newspaper with more incriminating information. When The Sun editor refused to accept his offering, O'Brien marched down the street to the New York Times desk of editor **Louis Jennings** and dropped an enveloped on his desk. *"Here's the proof...They're copied right out of the city's ledgers"* said O'Brien. Four days later, the front page of the July 22nd, 1871 edition of New York Times shook the city with the following headline **"THE SECRET ACCOUNTS. \$7,500 for 11 thermometers. \$41,000 for dust brooms. Carpenter, George Miller, receiving 9 work orders in a month for work on the courthouse totaling \$360,751.61. Who was George Miller? No one could find out who he was! There were fake names all over the place. \$565,731.34 for carpets for the courthouse and county buildings, enough to carpet Central Park three times over! And \$636,079.05 for work done on certain city buildings when the buildings were closed. \$2,870,464.06 to Andrew Garvey, a plasterer, for plastering and repairs over a two year period. The New York Times dubbed Garvey as the 'Prince of Plasterers'!** Not only were

the amounts exorbitant"; writes Ackerman in his Tweed biography, *"but all the money went to a single account, Ingersoll & Company, before going to the supposed contractors. James Ingersoll was a long time associate of The Boss. It was clear the bulk of the money got back to the Tweed and his cronies."* The amount of overcharges, graft, and skimming was numbing. Nast's cartoons in Harper's Weekly simply stoked the furor of many New Yorkers.

"Stop them damned pictures" Tweed purportedly reacted.

"I don't care much what the papers write about me; my constituents don't know how to read. But they can't help seeing them pictures!"



Thomas Nast depicts Tweed in Harper's Weekly 1871)

Reaction among New Yorkers was mixed. Despite warrants for his arrest, incriminating articles in the **New York Times** coupled with Nast's immensely popular and widely viewed cartoons, Tweed won an election later that year against a legitimate Irish opponent named Jeremiah O'Donovan for a New York Senate seat. Remarkably, Tweed was also able to post a \$1,000,000 bond when some of New York's richest stepped forward: Erie Railway president **Jay Gould** posted \$1,000,000 alone; construction company owners **Terrence Farley** and **Bernard Kelly** as well as real estate magnate **Benjamin Fairchild** each posted \$300,000; publisher **Hugh Hastings** pledged another \$100,000, together, more than the doubling the \$1,000,000 set by the court. Others, however, either ran for cover or sought immediate and forceful retribution. Tammany Hall voted to rescind Tweed's 20+ year membership. Tweed deputy **Peter Sweeney** resigned as Parks Commissioner then fled to Paris. **James Ingersoll** also sought refuge in France. 'The Prince of Plasterers', **Andrew Garvey**, ran to Canada to avoid prosecutors. City Comptroller **Richard Connolly** likewise fled the coop, spending time in Egypt, Switzerland, and France. Only Tweed and **Mayor Oakley Hall** remained in New York.

But of all the incriminating evidence against all the aforementioned Tammany cronies, only William Magear "Boss" Tweed spent any significant time in prison. (Richard Connolly spent one month behind bars after his wife refused to pay his full bail.)

The real ire from the Times expose came from **Wall Street**, the rich, 'city-slickin' merchants and investors who ran the Stock Exchange, Gold

Exchange, Produce Exchange, and hundreds of bank and investment firms. They quickly realized if the New York Times was right, they all stood to lose their proverbial shirts.

New York's Wall Street investors had essentially loaned New York City the money by buying the City's bonds to fund Tammany Hall and Tweed's programs. If the City defaulted and couldn't pay off their loans, the portfolios of New York's wealthy would be wiped out.

European investors, who purchased New York bonds, also reacted. **The Berlin Stock Exchange** within days banned New York City bonds from being purchased. New York was essentially shut off from all sources of loans until they got their house in order and cleaned up Tweed's mess.

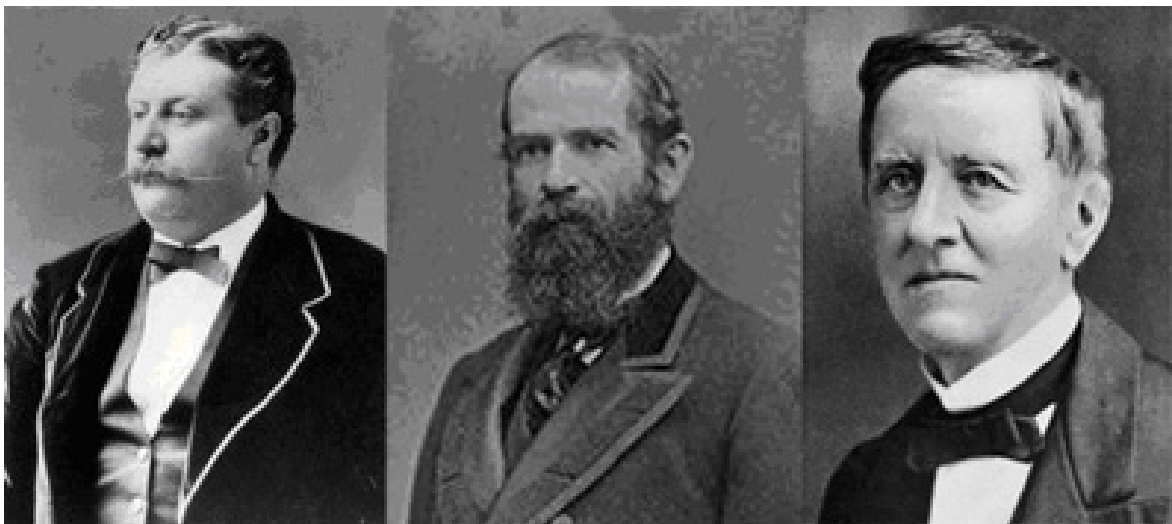
The Boss's first criminal trial ended in January of 1873 with a hung jury. His second criminal trial began the next February. Tweed had plenty of opportunity to flee the country during the trial but he didn't. He traveled extensively. Remarkably, after each trip, The Boss surprised his harshest critics by coming back to New York to face the music. Tweed somehow believed he could win his freedom. Tweed's second trial,

however, was not the charm; the jury's finding was unanimous, GUILTY ON ALL CHARGES! **Judge Noah Davis**, who presided over both Tweed cases, imposed separate sentences for each of the 102 separate offences based on the 204 counts. Davis lowered the boom on Tweed sentencing him to more than one hundred years in prison and a fine of over \$25,000.

On June 15th, 1874, with the country and the city of New York in the grips of an economic depression known as the Panic of 1873, a New York Appeals Court found Judge Davis overstepped his authority with an excessive prison sentence. Tweed should only been given one year in prison; as a result, The Boss was now a free man or so he thought. **Sam Tilden**, the governor of New York, wanted to be selected President of the United States in the upcoming Election in 1876. He realized the political opportunities of derailing Boss Tweed's freedom. Tilden anticipated a successful Tweed appeal by passing the **Public Remedy Act** which allowed the state to sue for

funds stolen from local governments. On June 23rd, as Tweed's release was being prepared by a prison warden, Civil Court prosecutors sent a deputy to pick Tweed up at the prison and place him in custody. This time the court set bail at \$3,000,000; this time, no one stepped forward to help. Tweed was going to prison.

William Magear Tweed now stood alone. **Mayor Oakey Hall** had been cleared of any wrongdoing. **Governor Tilden** had pardoned Ingersoll and made no effort to bring Sweeney or Connolly back from Europe to stand trial. A deal was given The Prince of Plasterers, Andrew Garvey, for testimony against Tweed. **Jay Gould** withdrew his support for Tweed after prosecutors threatened to place him under oath to testify about suspicious deals he made with Tweed to get favorable laws passed for the Erie Railroad he owned with partner **Jim Fisk**. And Fisk, who had often stood by Tweed with Gould, was shot and killed by a business associate, Edward Stokes, in New York City's Grand Central Hotel



'Big Jim' Fisk

Jay Gould

Sam Tilden

following a dispute over mutual girlfriend, **Josie Mansfield**. Many New Yorkers, even *The New York Times*, began to wonder why Tweed and no one else was being punished.

**William Magear Boss Tweed
was now going to
spend the remaining days of
his life
in the Ludlow Street Prison
in New York City.
At least,
that's what Judge Davis,
Governor Tilden, and
many others believed.**

Tweed's time in Ludlow was more

**like staying at a
Holiday Inn Express.**

He had his own prison room decorated with photographs of his family, his Greenwich, Connecticut estate, and a newspaper drawing of himself entering prison. The prison warden, **William Dunham**, often allowed Tweed to go on carriage rides into the city and around Central Park. There were even rumors Tweed's jaunts took him to the home of a Ms MacMullin on Fifth Avenue and 39th Street. On one excursion to Tweed's son Richard's house on Madison Av near 59th Street, Tweed was accompanied by Warden Dunham and guard **Edward Hagen**. After going upstairs for about one hour to purportedly visit his sick wife, Warden Dunham asked Tweed's son William to go upstairs to tell The Boss it was time to go. A few minutes later,

William came down the stairs to tell the Warden
**'The Boss' flew the coop;
he was gone!**

Tweed was on his way to Spain. Scurried out of New York by two conspirators, across the Hudson River into New Jersey close to where former Tammany Hall member **Aaron Burr** had killed **Alexander Hamilton**, Tweed set sail for Florida then Havana, Cuba before continuing on to Spain. A \$10,000 reward was issued for his arrest. The local governor of Vigo, Spain, and a squad of soldiers greeted Tweed and fellow passenger, **Alfred Young**, the American Consul in Cuba upon arrival in Vigo. Asked why he had helped Tweed get from Cuba to Spain, Consul Young replied "*I thought Tweed was a persecuted man and I wished to help him.*"

The **USS Franklin**, a 47 gun American Navy frigate, brought Tweed back to New York. 'Every member of the Franklin's crew came on deck and formed a line so Tweed could shake their hands before leaving' according to Tweed biographer Ackerman.

Tweed later admitted paying \$60,000 in bribes to arrange his escape. No one was ever implicated as an accomplice nor would Tweed name anyone. No one even betrayed Tweed for the \$10,000 reward. Tweed always prided himself in keeping secrets and protecting friends.

Tweed returned to the same cell in the Ludlow Street Prison. The Boss once again had it decorated with flowers, a piano, and photographs. This time, however, he had no money and his health was failing. He had lost 100 pounds in his

flight to Spain. He was depressed. He recently had a heart attack and was suffering from kidney failure. He shaved off his beard and grew a gray mustache. He walked with a cane.

In July of 1877, the City of New York began its own hearings into the Tweed scandal. The most important witness, the one who captured the attention of the Press and the city's citizenry, was "The Boss". Tweed told everything, *'no excuses, no alibis, and no complaints'* according to Ken Ackerman. He gave detailed accounts of bribes given and taken, the skimming of contracts, schemes to fix elections, and the names of politicians, judges, and other city officials whose allegiance he bought. One day, he presented letters and cancelled checks proving close to \$800,000 in payoffs to city newspapers.

**In total,
William Magear 'Boss' Tweed
and
his accomplices
stole
between \$25 and \$45 million
dollars
throughout
the 1860s and 1870s,
equivalent to
over a billion dollars today!**

Tweed shared his opinions of many of the politicians he met, from **President Millard Fillmore** "a poor stick" to **Stephan Douglas** "a high minded man with plenty of temperament". Most interestingly, he opined about himself. "I was always ambitious to be influential and in control". He finished by saying he could not take pride



in one single accomplishment. "Nothing. My vanity sees nothing to delight in. I recall nothing eminent" he concluded. The New Yorkers who once hated him now began to respect him for his courage and honesty.

**William Magear Tweed
died
in the Ludlow Street Prison
on April 12, 1878
from pneumonia.**

His last words were "I hope they're satisfied now." He was 55 years old.



Thomas Nast in a Harpers Weekly Magazine cartoon shows **Tweed's source of power**: control of the ballot box. *"As long as I count the Votes, what are you going to do about it?"*

**His body was
packed in ice
and
brought to his daughter
Josephine's New York home.**

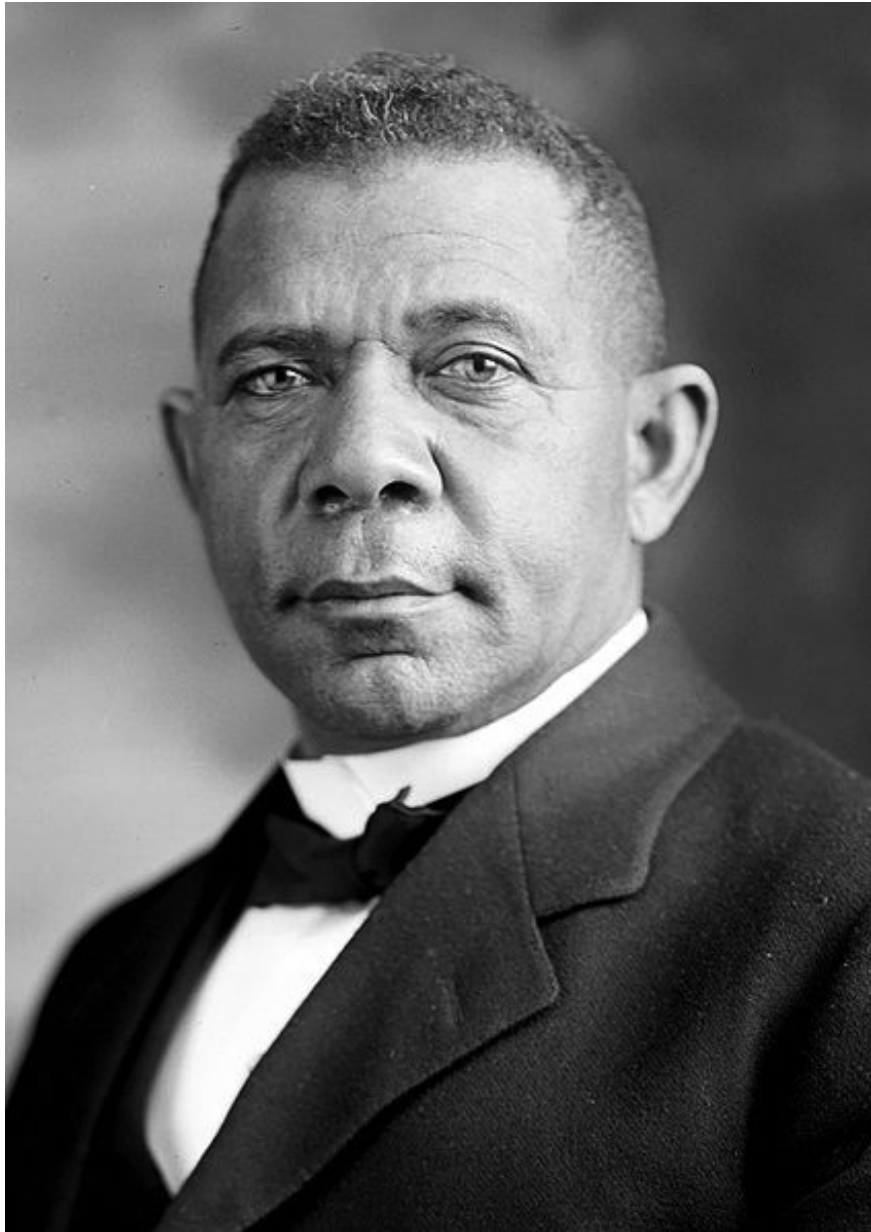
On the day of his funeral, about 1,000 people gathered around his home, most were *"rough looking, many Irish, almost exclusively poor, drawn from all parts of the City by feelings of gratitude"* one reporter noted. No politicians nor former Tammany Hall cronies were present, neither was his wife, Mary, adult sons Richard and William Jr, or younger sons Charles (14), George (10) or daughter Lizzie. After a brief ceremony, Tweed was buried at the Greenwood Cemetery.

While many observers in the press, like Thomas Nast, continued their public disdain for Tweed, an increasing number of New Yorkers reversed their disdain for praise of the way he handled himself during the last few years of his life. He stood tall, no excuses, told the truth and accepted the consequences. A New York Herald reporter commented *"it was largely stated that Tweed was a scapegoat"*. E.L. Godkin of

The Nation wrote
"the bulk of
the poorer voters of this city
to-day revere his memory,
and
look on him as the victim
of the rich men's
malice".

According to biographer Ackerman, in the end *"people came to respect his integrity while facing his accusers, confessing his guilt, and spending time in jail. It made him an oddly moral man for the most outrageous thief of his generation."*

Booker T. Washington



Booker T. Washington's story is

a great American “*success*” story. In the same breathe, it’s a story of great controversy, especially within the African American community.

Booker T. Washington was born a slave in 1856 in Franklin County, Virginia. His date of birth uncertain, so to, the name of his father; no other name than “Booker“ appeared on his official certificate of birth. **James Burroughs ‘owned’ Booker T Washington**, despite not being his actual father. Washington’s mother, Jane, during one of her flights from Burroughs, went to the plantation of **Benjamin Hatcher**, a nearby prosperous, white, factory owner. When she returned to Burroughs, she was pregnant. Because Jane belonged to Burroughs, all her children legally belonged to him. This was not an unusual occurrence; African American female slaves were often sexually exploited as mistresses by plantation owners as well as being impregnated by male slaves to simply produce more slaves to work the plantation. Booker’s older brother, John, and younger sister, Amanda, despite each having different fathers, belonged to Burroughs as well. Jane eventually married a slave named Washington from a nearby plantation. Booker spent the first nine years of his life as a slave. When he eventually got the opportunity to go to school years later after the Civil War, he gave the last name of his stepfather, ‘Washington’.

Booker T. Washington didn’t own a pair of shoes until he was 8.

He rarely had a regular meal. His mother gathered the scraps from the owners kitchen where she worked to feed her own family. Booker T. Washington, with his mother and siblings, lived in a one room slave cabin, sleeping on the dirt floor. In the winter, their challenge was the freezing cold; in the summer, the oppressive heat. Booker T

Washington’s incredible personal story was told in his autobiography (1901), *“Up From Slavery”*.

At the conclusion of the Civil War, with Burroughs and his sons dead and his plantation in ruin, the Washington moved to Malden, West Virginia, to work in the salt mines. After two years of working in the mines, Booker had the good fortune to get a job as a houseboy for a rich Malden family, the Ruffners. He was paid \$5 a month. Although he occasionally ran away, he seemed to always return to the nurturing ways of Mrs. **Viola Ruffner** who took a special interest in Washington. Mrs. Ruffner demanded the utmost etiquette and respect from Washington, but at the same time, encouraged him with his school work as well as lending him books from her personal library.

During one of his escapades from the Ruffners, Washington learned of the **Hampton Normal and Agricultural Institute** near Norfolk, Virginia, a school for African Americans focusing on industrial education. By 1871, with money donated from his church congregation, Washington set off on a 500 mile trip to Norfolk and the Hampton Normal and Agricultural Institute. He stopped his journey in Richmond, working during the day and sleeping under the wooden sidewalks at night to save money, before continuing on to Norfolk. Once admitted to the school, Washington worked as a janitor before getting a scholarship from a white abolitionist from a Northern state.

The Hampton Institute focused on ‘**industrial education**’. This type of education differed from a **classical education** of Europe and America where students were taught reading, writing, arithmetic, and the arts. With the arrival of industry in America, some educators instituted ‘industrial education’ for the expressed purpose of preparing young boys and girls for work in America’s new factories. Listening skills, following directions, punctuality, neatness, good hygiene and manners, and practical skills like carpentry were the cores of the industrial education to prepare young people for factory work. Industrial education was also thought more appropriate for African Americans than a classical education. An industrial education seemed more suited for the jobs made available to America’s former slaves.

Booker T. Washington graduated from Hampton in 1875 eager to begin a teaching career. In 1881, the Alabama Commissioner of Education asked the Founder and President of Hampton, **Samuel Chapman Armstrong**, a white, former Union army General, for a *“suitable white man to be the principal of a new school for blacks in the town of Tuskegee”*. Armstrong replied there was no better candidate, white or black, than Booker T Washington. The 25 year old Washington got the job, became President of the Tuskegee Institute, and, in the process, found his life mission.

Tuskegee Institute began in a local church until Washington received the meager funds allocated by the State of Alabama and the donations he was soliciting from wealthy white donors to buy land for a college-like ‘campus’. Washington biographer, **Jacqueline Moore**,

noted Washington acknowledged how local white people were willing to help. *“White people weren’t threatened by an ‘industrial education’; blacks and poor white factory workers with an industrial education wouldn’t threaten the delicate, racially segregated, social order of the South. Because Washington and his Tuskegee students were always polite and the school didn’t graduate threatening lawyers and doctors, the South’s white leaders supported and donated to Tuskegee. Andrew Carnegie, the US Steel magnate, donated several million dollars to Tuskegee. Cornelius Vanderbilt, the railroad multimillionaire and George Eastman of the Kodak company also donated large sums of money to the school. President Theodore Roosevelt befriended Washington and, in the process, created a racially charged national tremor when he invited Washington to the White House. Roosevelt’s relationship was invaluable to Washington; as a result, Washington was able to secure important government jobs for his supporters and squash opportunities of his enemies. By 1901, Booker T. Washington was arguably the most powerful African American in the United States.*

**Booker T. Washington
seemingly struck a
compromise
with ‘white’ America.
By never
aggressively challeng-
ing white political power
nor the injustices restricting
African American civil
and economic rights,
especially in the South,**

Washington received support and large donations from wealthy white people for Tuskegee.

Washington's Tuskegee mission was to make African Americans self reliant by learning car-



penry and farming techniques. At the same time, he advised his students not to challenge the South's racist political order. Washington's recipe for 'change' called for 'patience.' When Tuskegee graduates became self sufficient and made incremental economic gains, Washington believed African Americans would be better able to challenge the Nation's racial injustices.

Washington's civil rights philosophy stood in stark contrast to W.E.B. Du Bois' (pronounced 'due boys').

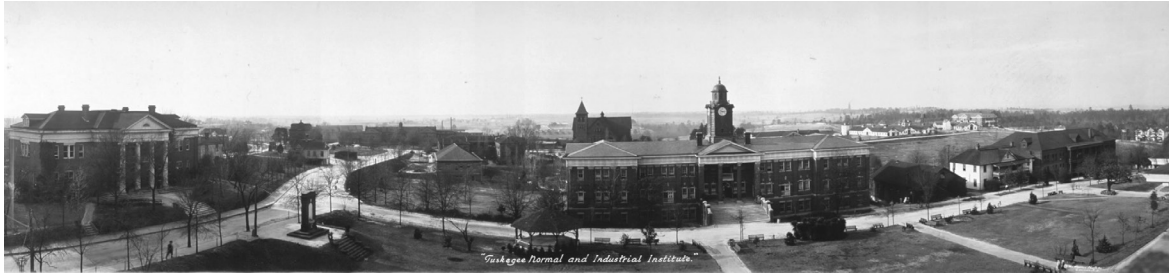
Massachusetts born and Harvard educated,

W.E.B. Du Bois was born in 1868 to 'free' African American parents. While Du Bois sought to bring change to America like Washington, Du Bois' plan was more political, less economic, more confrontational and less patient than Washington. Du Bois demanded immediate justice for African Americans; he, unlike Washington, would not wait for a white America epiphany to end the lynching of blacks and to restore basic civil rights in the '**Jim Crow**' South.

William Edward Burghardt "Willie" Du Bois grew up poor in the mostly white community of West Barrington, Massachusetts. His father, **Alfred**, left his family shortly after Willie's birth. Willie's grandfather, **Alexander**, was the mulatto son of a wealthy, French plantation owner in **Haiti**. He lived quite comfortably in **New Bedford**, Massachusetts, only seeing Willie once,



W.E.B. Du Bois



Tuskegee Institute 1906

in 1883. ‘Willie’ was raised by his disabled mother, Mary. Willie cut lawns, had a paper route to earn needed money, and did very well in school; he realized early on **education was the most practical route to success**. Most of Willie’s childhood friends were white, consequently, Du Bois did not encounter the racial prejudice most African Americans did. Du Bois went to **Fisk University**, studied in Europe before completing a master’s degree and doctorate at **Harvard**. Du Bois went on to teach at the University level (**Wilberforce Univ, U Penn, Atlanta Univ**) and became a prolific author with over 22 titles and several journals. Du Bois began writing about the **‘sociology of crime’**. His most famous work was *“The Philadelphia Negro”* in which he explained the correlation between dismal school drop out rates and high unemployment among African Americans and the high crime rates associated with them. Du Bois believed education, both industrial and classical, was critical to changing the lives of African Americans. Du Bois called for a **“talented tenth”** of educated African Americans to come together to organize and lead the nation’s African Americans in their fight against racial injustice. Du Bois became a co founder of the **NAACP** (National Association for the Advancement of Colored People) in 1909.

Du Bois and Washington continually clashed throughout the end of the nineteenth and early 20th century. While each repeatedly expressed support for the other, their actions were to the contrary. Du Bois had previously called Washington’s words *“propaganda”*, helping whites while hurting blacks. Washington retaliated by leaking to the press the fact that Du Bois never bothered to vote while living in Georgia, an embarrassment for a man advocating African Americans’ right to vote. Washington also made it difficult for Du Bois to raise donations for his African American causes. Upon Washington’s untimely death in 1915, Du Bois wrote Washington’s obituary in the NAACP newspaper, *The Crisis*, praising Washington as the *“greatest black leader since Frederick Douglass”* only later saying Washington was responsible for racial segregation and the decline of black colleges and universities. Some observers considered their vitriol more about a rivalry for status in the African American community rather than differing civil rights perspectives. The fact remains

**Booker T. Washington
and
W.E.B. Du Bois
were
two successful Americans.**

**Two American
'change agents',
once allies,
eventual adversaries,
each embracing
similar goals,
but
through dramatically
different ways.**

Booker T Washington and W.E.B. Du Bois were the two most prominent African American leaders of the Bridge Period. Both men sought to end the injustice and abhorrent violence against African Americans. It's ironic and unfortunate their struggle for equality was in a country founded upon "*personal freedom and equal rights*" under the law:

*"we hold these truths to be self evident,
that all men are created equal, endowed
by their creator with certain unalienable
Rights, among these are Life, Liberty, and
the pursuit of Happiness."*

- from The United States Declaration of Independence
July 1776

**It's important to
share the dark side of
American history
as lessons
to be learned,
mistakes to be corrected.
Ignoring the errors
of
the 'past'
endangers our future.**

**Acknowledging injustice
and
reversing wrong
heals wounds,
unifies a nation,
and raises the prospects
of a successful future.**

America has not always embraced the 'invitation' engraved on our Statue of Liberty.

*"Give me your tired, your poor, your huddled
masses yearning to breathe free."*



A gift from France, here shown at the Paris World Fair in 1878, prior to being shipped to America.



The Statue of Liberty in New York harbor on 9/11/2001

Irish, Italians, Latinos, Jews, and Chinese immigrants, to name a few, experienced intense prejudice and injustice upon their arrival in America. America's Bridge Period reveals a plethora of intolerance towards groups threatening an incumbent's 'status or power.' Henry **Ford's Motor Company** and Andrew Carnegie's **U.S. Steel Corporation** resorted to violence to prevent **unionization**. New York's **Tammany Hall** intimidated and threatened political opponents for control of New York City. And America's **Confederacy of Southern States** went to

war to protect their power and way of life!

But of all the people in America who faced prejudice and injustice during the Bridge Period, no group of people arguably experienced the intensity and longevity of injustice as **African Americans**. And

no injustice was more reprehensible and heinous than lynching.

Lynching was a practice used by vigilante groups where a victim, without a legal trial, was tortured and hung for 'supposed' crimes. Different ethnic groups were perceived as threats to local and state 'power brokers'. African Americans, Chinese, Indians, Latinos, Italians, and Jews, at one time in America's history, were victims of lynching. Remarkably, the perpetrators of the lynching were rarely punished. Lynching actually became a spectator event with **'photograph postcards'** celebrating the horror. One of the most infamous was the 1893 lynching of **Henry Smith**, an ex-slave, in Paris, Texas. Smith, accused of murdering a policeman's daughter, was hung on a wooden platform, tortured for 50 minutes with hot branding irons, and then burned alive, all without a trial, in front of 10,000 spectators. **Leo Frank**, a Jewish factory worker serving time in a Georgia prison for the disputed killing of a fellow worker, was lynched after a mob stormed the prison farm where Frank was incarcerated. The largest mass lynching occurred in New Orleans in 1891 when **11 Italian-Americans** were lynched after a jury had acquitted them for murdering a policeman.

But the preponderance of lynch victims in the United States were African Americans. According to a 2002 article in *Time* -

“there were lynchings in the Midwest and Western states, mostly of Asians, Mexicans, American Indians, and even whites. But it was the South that lynching evolved into a semi-official institution of racial terror against African Americans. All across the former Confederacy (especially after 1877), African Americans, suspected of crimes against whites - or even of

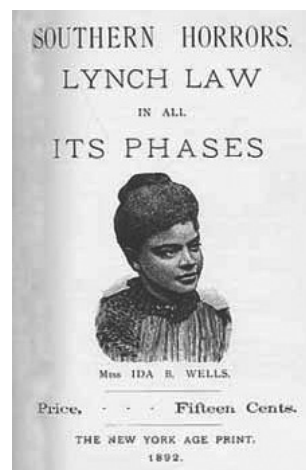


This is a memorial in Duluth, Minnesota to three African Americans, erected by the community in 2002, as a public apology for their infamous lynching by a mob on June 20th, 1905 after rumors had been spread they raped a white woman. A medical examiner later found no evidence of rape or assault. No one was ever convicted for their murder.

fenses no greater than not stepping aside for a white man's car or protesting a lynching - were tortured, hanged and burned to death by the thousands.”

Time Magazine 2002; Wikipedia

Ida B. Wells, an African American journalist of the Bridge Period, published two pamphlets on the history and causes of African American lynchings: *“Southern Horrors: Lynch Laws In All Its Phases”* and *“A Red Record, 1892 - 1894.”*





Klan march in 1928 in Washington DC

While lynching was arguably racism's most horrific act, African American leaders from America's Bridge Period fought a multitude of other less lethal, but as discriminatory, injustices. **'Separate but equal'** segregation, the law in many parts of America, created separate schools, restaurants, public restrooms, and water fountains for white and African Americans. The practice was upheld by America's Supreme Court in the 1896 case **Plessy vs. Ferguson!** Separate facilities for different ethnic groups, especially African Americans and especially in the South, were shamefully ubiquitous across America.

Despite the efforts of **Booker T Washington, W.E.B. Du Bois, Frederick Douglass, Sojourner Truth, and Ida B. Wells,** vigilante groups like the **Ku Klux Klan, Jim Crow laws,**

and racist politicians like South Carolina Democratic Party Governor and eventual United States Senator **Benjamin Tillman** created a 'precarious condition' for African Americans, especially in the South. As a result, a **'Great Migration'** of African Americans from America's former Confederate states began in 1910 to northern cities like Philadelphia, Boston, New York, Chicago, Albany, Youngstown, St. Louis, Cleveland, and Minneapolis to name a few. The civil rights mission of **Douglass, Washington, and Du Bois** in the 1800s continued into the 1900s with new African American leaders, like **Rosa Parks, Howard Thurman, and Martin Luther King.**

Tuskegee University in Alabama stands today as a testament to the work and leadership of

Booker T. Washington (www.Tuskegee.edu). Booker T. Washington, the most visible leader in the African American community during America's Bridge Period, died at only 59 years of age on November 14, 1915, some say from the exhaustion of his indefatigable work for social justice for

all African Americans.

W.E.B. Du Bois assumed the mantle of America's most prominent African American leader after Washington's death. Du Bois was clearly more controversial than Washington; his actions were more aggres



Booker T Washington and his wife Margaret sitting between Andrew Carnegie (Washington's left) and Robert Ogden (Margaret's right) and members of the Tuskegee faculty in 1906.



Rosa Parks



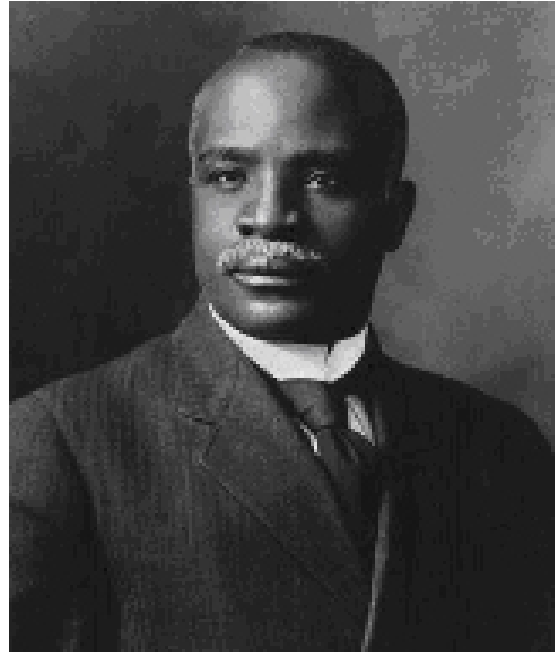
Howard Thurman



Martin Luther King

sive and confrontational with white America. Du Bois visited **Nazi Germany** in 1936 (later he became critical of the Nazi's treatment of the Jews). In 1953 he referred to the brutal Soviet Union dictator, **Josef Stalin**, as "*a great man*". Du Bois joined the **Communist Party** in 1961. He eventually had dual citizenship in the United States and the African country of **Ghana**. He died on August 27th, in 1963 at the age of 93 in Accra, Ghana. Just days before his own assassination in 1968, **Martin Luther King** spoke at the one hundredth anniversary of W.E.B. Du Bois' birth: "*We cannot talk about Dr. Du Bois without recognizing he was a radical all of his life. It is worth noting that Abraham Lincoln welcomed the support of Karl Marx during the Civil War and corresponded with him freely.Dr. Du Bois greatest virtue was his committed empathy with all the oppressed and his divine dissatisfaction with all forms of injustice.*"

One final **postscript** - One of the great American intellects of the Bridge Period was **Kelly Miller**. Kelly Miller was a brilliant mathematician, sociologist, author, the first African American admitted to the prestigious **Johns Hopkins University**, **Howard University Law School** graduate, a strong believer in free market capitalism, and a prolific writer of essays and articles published in America's major periodicals. Miller's educational perspective was aligned



Kelly Miller

with neither Washington's nor Du Bois'. Miller acknowledged the benefits of both education models. If all African Americans had real access to the best industrial and classical educations and embraced the opportunity, the dreams of both Washington and Du Bois, all African Americans, and America could be fulfilled. Unfortunately, this dream was not and arguably has yet to be realized.

**Two successful men,
Booker T Washington
and
W.E.B. Du Bois.**

**Two American
'change agents',**

**once allies,
eventual 'adversaries',
each embracing
similar goals,
but
through dramatically
different ways.**

Do you agree with this author, that Booker T. Washington was a successful person?

Yes or No

Do you think Booker T. Washington thought he was a successful man in 1915?

Yes or No

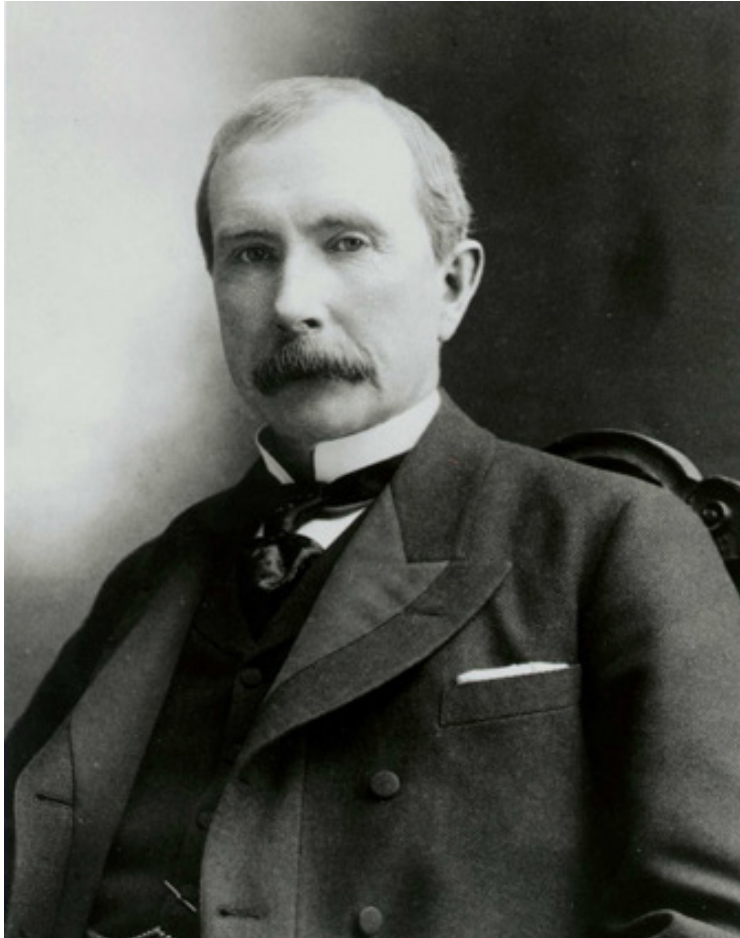
And what about W.E.B. Du Bois? Do you perceive him to have been a success?

Yes or No

And, more importantly, do you think W.E.B. Du Bois considered himself a success in 1963?

Yes or No

John D. Rockefeller



"Some day, I'll be the richest man in the world."

As a young man, John Davison Rockefeller often said it and eventually became it! Rockefeller is said to have been not only the richest man in the history of the United States but also the world, amassing a personal fortune at his death in 1937 of \$1,500,000,000. Adjusted for inflation, this fortune would be worth approximately \$500,000,000,000 today.

How could this happen to a boy from a dysfunctional family with a father who disappeared for weeks, sometimes months at a time, cheated on his mother with life-long relationships with other women, told his son “*never trust anyone completely, not even me*” and caused his wife and John D. to constantly worry about paying the family’s bills until he unexpectedly returned home with a pocket full of cash only to disappear and reappear again and again? Who was described as a boy “*while persistent, extremely slow; as*

***at school,
some thought
John D. Rockefeller
a dim-witted dolt
who would never
rise in the world.....”***

according to biographer **Ron Chernow**. Who was told, along with his brother William, he could not be part of their school’s class picture because “*their suits were too shabby*”. Who loved music, once aspiring to be a musician, practicing the piano up to six hours a day. Who wanted to go to college but denied when his father said he wouldn’t pay for it. And, who was described by an after-school tutor,

***“I have no recollection
of John
excelling at anything.***

I do remember

***he worked hard
at everything.***

(But) there was nothing about him to make anybody pay especial attention to him or speculate about his future.”

I speculate John D.’s answer to all the aforementioned questions would start with his ‘mother **Eliza**, his own never-give-up attitude, a **remarkable ability to manage risk**, and, finally, his unwavering belief in God.’

John Davison Rockefeller was born on July 18, 1839 in Richfield, New York, the second of six children, to Eliza Davison and **William “Big Bill” (sometimes “Devil Bill”) Avery Rockefeller**. At the age of 16, his “*father conveyed ...I was not to go to college. I felt at once that I must get to work... there were younger brothers and sisters to educate and it seemed wise for me to go into business*” he said. After completion of a three month course in bookkeeping, good penmanship, and fundamentals of banking and business law at the Cleveland, Ohio branch of E.G. Folsom’s Commercial College chain, he hit the streets looking for his **first job** in the summer of 1855. For the next several weeks, sixteen year old John D. Rockefeller, from 8am to late afternoon, dressed in a dark suit and tie, visited the offices of various Cleveland companies asking for a job. To no avail. Yet, the repeated rejections somehow never caused him to quit his job search. “*I was working every day at my business*” he later said, “*the business of looking for work*”. After having visited all the companies on his list, he resolutely revisited them, in some cases three times; each rejection seemingly fueling his spirit to continue. And then,

on September 26, 1855, after examining his penmanship, the shipping company of **Hewitt and Tuttle** offered him an unpaid trial as an assistant bookkeeper. Rockefeller embraced the challenge, getting to work daily at 6:30am, lunch in hand, and often returning to the office after dinner to work late into the night. Three months later, Mr. Hewitt gave him \$50, an equivalent of 50 cents a day, for his 90 days of trial work, and a permanent position at \$25 a month, \$300 a year, for the assistant bookkeeper's position. Rockefeller appreciatively accepted.

The church became the focal point in young John D. Rockefeller's life, providing a **network** of friends and social events and thus a constant of stability to replace the uncertainty of his dysfunctional family and absentee father. John D. became a Sunday school teacher, a trustee in the church, and a volunteer janitor in Cleveland's Erie Street Baptist Mission Church. He relished the 'homelike' community spirit of the church, greeting his fellow parishioners with a handshake after each Sunday service. According to Rockefeller biographer Chernow,

'the handshake acquired a symbolic meaning for him'.

Rockefeller commented later in life

"the early feeling of the handshake stayed with me all my life. I have enjoyed this thing that says: 'I am your friend'."

Furthermore, Rockefeller began his **philanthropic** commitment to the church. Each week he set aside 6% of his meager earnings to give to the church. Rockefeller believed throughout his life that his career was destined by God. *"God gave me my money"* he later said. *"It seemed I was favored and got increase because the Lord knew that I was going to turnaround and give it back"* Ron Chernow states in his Rockefeller biography, he *"was convinced he had a God-given talent for making money, was obligated to develop it, and was liberally rewarded by God"*.

Rockefeller's philanthropy later extended to education, public health and science and the arts. In 1884, he donated significant amounts of money to a small Atlanta school dedicated to the education of African American women; the school later became the renowned **Spelman College**. His significant philanthropy also turned an insolvent, small Baptist school in Chicago in 1892 into the **University of Chicago**, becoming one of the world's most prestigious academic institutions by 1900. Today, this university lays claim to 46 Rhodes Scholars and 85 Nobel Prize recipients. Rockefeller also made significant donations to schools such as **Brown, Columbia, Harvard, Yale, Bryn Mawr, Wellesley and Vassar**, as well as the **Peking Union Medical College** in China. Much of Rockefeller's educational giving supported Baptist causes and African American affiliated schools in the South. Another noteworthy cause was the **Rockefeller Sanitary Commission** (1909) whose research eventually wiped out hookworm disease in rural areas of the southern United States.

The source of John D. Rockefeller's philanthro-

py started in 1859 with a commodities (pork, flour, grain, etc.) buying company. Around the same time, however, the American Civil War erupted (1860) and Rockefeller soon faced a draft into the Union Army. Rockefeller escaped the fighting by paying President Abraham Lincoln's Union government the prescribed fee of \$300.

Rockefeller joined the ranks of 'money men' like Cornelius Vanderbilt, Andrew Carnegie, Theodore Roosevelt Sr, and future President Grover Cleveland who were seemingly without empathy; they paid someone else to take their place on the battlefields of the Civil War.

Their \$300 was used to buy a replacement, often a newly arrived Irish immigrant, to fight in their place. *"I wanted to go in the army and do my part"* Rockefeller later said, *"but I had a new business and many dependents"* (alluding to his mother, sisters and brothers he felt he had to support because of his absentee, unreliable father). As a result, Rockefeller focused on his business while continuing to make donations to the Union war effort.

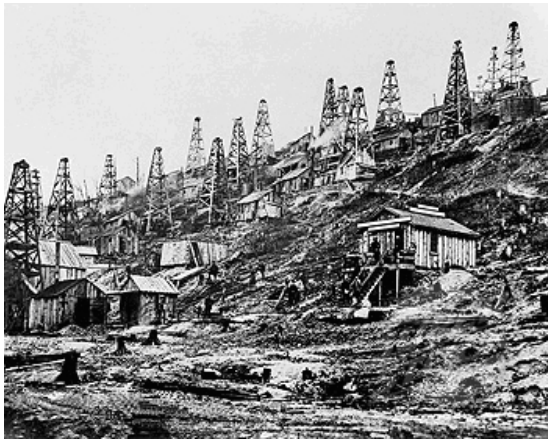
In 1863, a 24 year old Rockefeller and his business partners made the risky investment of

building an **oil refinery** in Cleveland, Ohio, near the newly discovered oil fields of western Pennsylvania. Oil had seemingly always been found in relatively small quantities seeping to the surface from underground reservoirs and into wells and streams with its thin, bluish coating. It had been used by American Indians as a medicine for wounds and waterproofing canoes. Oil by-products, like asphalt, treated the streets of 8th century Baghdad. But Rockefeller was not interested in drilling oil wells, at least initially. He felt drilling was too risky; oil wasn't always found and wells eventually ran dry. Instead, Rockefeller preferred refining someone else's oil to produce valuable products like kerosene. Rockefeller's entry into the refining business was perfectly timed. In the early to mid-nineteenth century (1800s), most of the light illuminating homes came from the sun. Once darkness came, most home and office lamps were lit by **whale oil**. But it was very expensive and the price continued to rise over the years.



Edwin Drake, purported to be the first American to successfully drill for oil, in Titusville, PA in August of 1859.

America's Civil War drove up whale oil's demand; the cost escalated further when Confederate ships attacked American whaling vessels. Whale oil prices quickly skyrocketed. However, prices soon changed when **Samuel Martin Kier** invented a cost-effective process for producing **kerosene** from petroleum (oil) and large reservoirs of oil were found in western Pennsylvania (Titusville) in 1859. The newly found oil reserves of western Pennsylvania together with the invention of a new kerosene lamp which burned brighter and cleaner than whale oil lamps suddenly made kerosene the lighting fuel of choice. These developments essentially marked the end of America's whaling industry; **New Bedford**,



1865 oil derricks in Titusville; from the Drake Oil Museum collection

Massachusetts, once the center of American whaling and one of the busiest and **richest cities in the world**, eventually abandoned whaling altogether.

On February 1, 1865, John D. Rockefeller bought out his partners, for \$72,000, equal to approximately \$652,000 in 2009, and became the sole owner of Cleveland's largest oil refin-

ery at the young age of 25. *"It was the day that determined my career"* Rockefeller later said. The young Rockefeller became passionate about his new business, continually walking the dirty environs of his refinery, making notes while looking for ways to improve procedures and turn petroleum waste into new saleable products like fertilizer and petroleum jelly. By 1870, Rockefeller, his brother **William Rockefeller**, and several other partners, most notably **Henry Flagler**, established **Standard Oil in Ohio**. The company systematically began buying competitors and negotiating the lowest rates from railroads for shipping Standard Oil products. Standard Oil was soon exporting oil by-products all over the world.

Throughout the building of the Standard Oil empire, **Rockefeller continually worried** about two issues. The first was that **oil would suddenly stop flowing** from the ground of western Pennsylvania. There were only two places in the world where oil had been found in plentiful supplies, western Pennsylvania and **Russia**. If western Pennsylvania oil ran out, Rockefeller refineries would be out of business with no kerosene to produce and sell. **John Arnold**, one of Rockefeller's top men, claimed *"finding another oil field like western Pennsyl-*



1896 Standard Oil Trust Certificate

vania was one hundred to one!" But Rockefeller harkened back to his core beliefs to sustain him. The most important was his belief in God's support; *"the Lord will provide"*.

Rockefeller eventually changed his business strategy by considering oil production, the actual drilling of wells to extract oil from deep within the earth. When oil was found in Lima, Ohio, Rockefeller asked his company's Board of Directors for support to purchase drilling leases. But the Board refused claiming

Lima oil literally 'stunk'.

High concentrations of sulfur in the oil gave off a putrid odor and a kerosene by-product with that kind of smell would not sell. While Standard Oil's Board refused to support Rockefeller's interest in drilling, Rockefeller persisted. To break the deadlock without forcing his executives to do something they weren't comfortable doing, Rockefeller promised to pay for the cost of drilling with his personal funds *"for two years (about \$47 million dollars in 1996 dollars). If it's a success, the company can reimburse me. If it is a failure, I will take the loss, not the company."* Rockefeller then **hired the best petroleum chemist** in the country and, soon after, the stink was eliminated and Lima oil was flowing to Rockefeller's refineries.

Rockefeller's second worry was money and his need to borrow it,

from banks and outside investors as he continued to buy competitors and invest in new tech-

nology.

"Rockefeller often went to bed worrying how he would repay his large volume of loans"

writes biographer Chernow. *"At several points in his early career, Rockefeller was rescued by bankers from crisis that might have ruined his business".... "For years, I never had a solid night's sleep, worrying about how it was to come out...I tossed in bed night after night over the outcome"* Rockefeller later said. But his strong belief in God, a rigorous physical exercise program, good diet, and an after-lunch nap seemingly fortified him against the stress of his job. John D. Rockefeller *"forced himself to persevere, subordinating every (personal) impulse to focus on company profits by steely controlling his unruly temperand never allowing himself to be guided by his ego."* Furthermore, he had

exceptional interpersonal skills;

Rockefeller's brand

was

a good family man

with the

highest ethics:

honesty, humility, and hard work.

Most importantly for bankers, Rockefeller appeared successful.

**While he made
'risky' investments
in the volatile oil industry,
bankers liked the fact
he was reliable and
he paid his bills.**

Rockefeller also hired great people. Rockefeller believed he didn't need to understand the science of refining oil. *"I never felt the need for scientific knowledge; a young man who wants to succeed in business does not require physics or chemistry. I can always hire scientists."* Biographer Chernow writes

***"he hired talented people
as found, not as needed"***

Rockefeller tested his team *"exhaustively; (but) once trusted, he bestowed enormous power upon them and didn't intrude unless something radically misfired...."* His greatest strength may have been his management of people. Beyond hiring the best and brightest, Rockefeller welcomed diversity of opinion within his executive team. Biographer Chernow adds

***"Rockefeller's greatest talent
may have been
his ability to manage
and motivate" people.***
His was quick to delegate
authority,
even encouraging
his company critics
to share their feelings.

**He liked to canvass
everyone's opinion
before making a decision
and
strove to build consensus
within the group....**
***"Rockefeller placed a premi-
um on internal harmony...."***

Rockefeller also believed in America's destiny to become an economic world power and post Civil War America was a great time and place to invest. **Thomas Mellon**, the successful Bridge Period entrepreneur and founder of the **Mellon Bank**, said the post-Civil War period *"was a period that seldom occurs. The period between 1863 and 1873 was one in which it was easy to grow rich. There was a steady increase in the value of property and commodities. One had only to buy anything, and wait to sell at a profit..."* **Oil was a good business to be in too.** *"Oil, not cotton, is King now, in the world of commerce"* wrote Ohio Congressman, later-to-be President of the United States, **James Garfield**, in a letter to a staff person in 1865.⁽¹⁾ Furthermore, the **post-Civil War American government** was **pro-business** with few regulations preventing monopolies and protecting workers' rights.

**It was a wide open,
opportunistic period in
American history
to start and build wealth
without costly, albeit needed,
regulations
to protect workers,**

(1) From "Titan: The Life of John D. Rockefeller Sr." by Ron Chernow. Little, Brown & Company Publisher

**the consumer,
and
the environment.**

As a result, Standard Oil and other new industries like steel, automobile, and railroads grew in power and wealth. By the late 1870s, Standard Oil produced 90% of all the oil in the United States and became America's first and largest multinational company. Author H.W. Brands cites in *"The American Colossus: The Triumph of Capitalism 1865 - 1900"* a reaction from one of Rockefeller's Cleveland business associates that soon began to permeate America. *"The Standard Oil Company will someday refine all of the world's oil!"*

By eliminating competition and controlling pricing and product availability, essentially dominating an entire industry, public sentiment soon turned against Rockefeller and his company, Standard Oil.

Leading the dissent against Rockefeller was **Ida Tarbell**, a former teacher turned one of America's best known **investigative reporters** or **"muckrakers"** as they were known in the day. Tarbell's campaign against Rockefeller was a mission of vengeance; she clearly did not like John D. Rockefeller. First of all,

Rockefeller and other wealthy industrialists were easy to hate. When the typical American earned \$10 per week in the 1890s, John D. Rockefeller was making \$200,000 weekly with no federal income tax! Secondly, and more personally, Ms. Tarbell's father, Franklin, brother William, and other small, oil industry businessmen were hurt by Rockefeller's business practices.

As Rockefeller pressured small refineries to sell their companies to him and railroads to lower



Ida Tarbell

their shipping charges so Standard Oil could sell its kerosene and other oil related products at lower prices than competitors, Franklin, William, and other smaller businessmen in the western Pennsylvania oil industry couldn't compete and either went out of business like her father Frank's small refinery in Titusville, Pennsylvania or their prospects for success were greatly diminished. *"They (Standard Oil) never played fair..."* claimed Ms. Tarbell.

Tarbell, with the help of her research assistant, **John Sidall**, launched a nineteen part series in *McClure's Magazine* entitled *"The History of the Standard Oil Company"* in November 1902 exposing the company's, while not illegal, certainly anti-competitive practices to dominate the oil market. **President Teddy Roosevelt** became an avid reader of the series, even sending Tarbell a complimentary note, and fueled his own passion to break up large companies like Standard Oil. Tarbell's investigators searched Rockefeller's trash for incriminating documents, had a magazine artist sneak into Rockefeller's church to secretly sketch him during a Sunday service, clandestinely interviewed Standard Oil executives like **Henry Rogers**, as



well as Rockefeller's nefarious brother, **Frank**, and scoured government reports about Standard Oil. By the time the *McClure* series ended in October of 1904,

**John D. Rockefeller
had become
one of America's
most despised people.**

And then, in a two part 1905 character study of Rockefeller also appearing in *McClure's*, Ms. Tarbell described Rockefeller as "cruel" and "crafty" and she seemingly took pleasure when Rockefeller contracted the disease **alopecia** with its hideous side effects; *"Rockefeller may have made himself the richest man in the world but he has paid. This disease has swept Mr. Rockefeller's head bare of hair; stripped away even eyelashes and eyebrows..... (to leave him) indefinably repulsive"*. Neither Rockefeller nor any official of Standard Oil ever publicly commented on the Tarbell series. According to biographer Chernow, *"this was a tactical blunder; for in dodging Tarbell, Rockefeller seemed to validate her portrait"*. Just compare Rockefeller's passive strategy during the *McClure* articles to **BP Oil Company's** aggressive public engagement during the Deepwater Horizon Gulf of Mexico oil spill in 2010. The Supreme Court of the United States eventually ruled in 1911 Standard Oil was in violation of the Sherman Antitrust Act; in other words,

**the government said
Rockefeller's company
was too big!**

The court decided Standard Oil's size made it too difficult for smaller companies to compete against it and thus forced Standard Oil to be broken up into 34 smaller companies. No one seemed to notice changes had been occurring in the oil industry in the years prior to the court's decision. **New, large, oil reserves** were discovered and drilled in places like the **Middle East** (the Arabia Peninsula) and **Texas, Oklahoma, California, Kansas, and Illinois** in the United States; as a result, Standard Oil's dominance of American oil production dropped from 32% in 1899 to 14% by 1911 and international refining from 86% to 70% between 1906 to 1911. These changes did not influence the Court.

What the Supreme Court and numerous "*hatters*" like **Teddy Roosevelt and Ira Tarbell** did not anticipate was the fact that greater fortunes were created by the court's ordered breakup of Standard Oil. Rockefeller only owned 25% of Standard Oil stock in 1911. Over the years, Rockefeller had given Standard Oil stock to pay the owners of the small refineries he bought and to Standard Oil executives like his brother **William Rockefeller, Henry Rogers, and Henry Flagler**. By breaking up Standard Oil to form 34 smaller oil companies like **Exxon, Mobil, Sohio, Conoco, Amoco, and Chevron**, all former Standard Oil stockholders became stockholders in these new companies and, as a result, soon became much richer. Rockefeller's personal wealth increased 5 times! Biographer Chernov stated that "*by 1913, Rockefeller's worth reached a lifetime peak of \$900,000,000 - more than \$13 billion in 1996 dollars!*"

In his retirement, Rockefeller became passionate about golf while giving away

\$550,000,000 to charities.

He created the Rockefeller Foundation

in 1913 to channel more donations into public health, medical training, education, and the arts. John D. Rockefeller died from a hardening of his arteries (arteriosclerosis) in May of 1937 just before his 98th birthday at one of his estates in Florida. He is buried in Cleveland, Ohio.

There have been many strong opinions expressed about John D. Rockefeller over the years. Biographer Ron Chernow states Rockefeller, like all people, had a good side and bad



1915 photograph of John Davison Rockefeller Sr and Junior.

side. I prefer to agree with another Rockefeller biographer, **Allan Nevins**: *“Standard Oil brought great wealth to a lot of people made over an extended period of time in an industry that most entrepreneurs and investors avoided because of the oil industry’s volatility and risk. The oil fortunes by 1894 were not greater than the railroad, steel, and banking fortunes made at the same time. What made Rockefeller’s wealth so controversial was the claim Standard Oil forced smaller companies to sell their properties to them. However, we have abundant evidence that Rockefeller’s consistent policy was to offer fair terms to competitors to buy them out for cash, stock, or both, at fair values; one impartial historian claims Rockefeller was fairer, more humane, in his negotiations with competi-*



John D. Rockefeller Jr, one of John D. Rockefeller’s 5 children. Born 1874, died 1960.

tors than (Andrew) Carnegie. Another historian states Rockefeller’s wealth was ‘least tainted of all the great fortunes of his day’”.

John D. Rockefeller’s son, John D. Rockefeller Jr married Abigail Greene “Abby” Aldrich, the daughter of Rhode Island Senator Nelson Wilmarth Aldrich. John Jr and Ms Aldrich were married the Aldrich Mansion on October 1st, **1901, at Warwick Neck, Rhode Island** in one of the most lavish weddings of **the Gilded Age**. It was held at, and attended by executives of Standard Oil and other large companies.

Here’s something else to think about - John Davison Rockefeller was born (1837) 11 years after the death of Founder and the 2nd President of the United States, **John Adams**, (1826). John D. Rockefeller died the same year **Joe Cronin** of the Red Sox started at shortstop in Major League Baseball’s 1937 All Star game.



Joe Cronin

Frederick Law Olmsted



**If you' ve ever worried about
the future,
about the job
you'll ultimately have,
the life of **Frederick Law Olmsted**
should ease your mind
and embolden your spirit!**

Frederick Law Olmsted was America's first landscape 'architect', arguably its best, creating the beautiful gardens and property around the Vanderbilt Biltmore Estate in Ashville, North Carolina, Butler Hospital in Providence, Rhode Island, Franklin Park in Boston and Ruggles Park in Fall River, Massachusetts, the campuses of Stanford University in Palo Alto, California and the University of Chicago, in Chicago, Illinois, the grounds surrounding the U.S. Capitol in Washington, D.C. and, his greatest design, Central Park, in New York City.

Olmsted's story, like most success stories, is founded on hard work and perseverance. Likewise, the Olmsted story is about overcoming adversity. But, from this point on, Olmsted's journey was 'the path not usually taken,' especially in today's world emphasizing formal education. Olmsted's education was primarily experiential; from managing a gold mine to being a crew member aboard a merchant ship sailing from New York to China, his incredible life experiences, combined with

great networking skills,



U.S. Capitol, Washington, D.C.

**The story of how
Frederick Law Olmsted
became a 'success',
is most remarkable
and
should give us all hope
and confidence
in our own pursuit of success.**

made him a success in several jobs throughout his long life. Olmsted's school education ended when he was 14. From then on, he had a job; his greatest lesson, how to get things done! He became a great collaborator; from eccentric artists and selfish politicians to humble carpenters and masons, Olmsted had an ability to bring people together to achieve a common goal. He took pride in his own accomplishments but was never prideful

or vain. He embraced change, willing to take risks and try new approaches. He knew the importance of getting facts before using analytic skills to make decisions. His greatest skills may have been listening and observing. His greatest blessing was curiosity, to learn, to get better, to develop talents, to be the best he could. Frederick Law Olmsted became a life time learner.

Frederick Law Olmsted was born in Connecticut in 1822, on April 26th. The fact he had a middle name was unusual.

Most previous generations of Americans had no middle name;

John Quincy Adams "*America's sixth President, was the first to have one*" according to Olmsted biographer Justin Martin. **Olmsted's mother, Charlotte**, died when he was 4 from an apparent overdose of laudanum, the same drug George Washington used to rub on his aching gums and rotten teeth to sooth the pain. Some suspected Charlotte committed suicide due to 'postpartum depression' afflicting many women after childbirth and unidentified in the 1800s. Laudanum was a popular but highly addictive drug, often used to treat everything from insomnia to coughing. One year after Charlotte's death, his **father, John, married Mary Ann Bull** who became a caring stepmother sharing her husband and Frederick's love of nature. Three of Frederick's six step brothers and sisters died before reaching maturity.

Frederick's father, John Olmsted, was a

successful businessman and doting parent who sent Frederick from one boarding school to another from his early youth to his teenage years. He was considered intelligent but unable to focus on his studies. Most boys in the 1800s went to college at 14 or 15 as was planned for Frederick. However, prior to enrollment, he contracted a severe case of poison sumac which spread to his eyes and temporarily affected his vision. A local doctor prescribed 'hydrotherapy' which focused on trips to the Connecticut shore to wash his eyes out in the ocean water. His recuperation was long; ultimately, his doctor suggested his father drop Frederick's college plans and have him learn a trade. While Frederick's beloved **brother, John Olmsted**, enrolled at Yale College in New Haven and spent a year abroad in Paris,

Frederick began his 'experiential' education

trying different jobs and, in the process, arguably **learned more important skills and behaviors for lifetime success than John at prestigious Yale University.**

First job, land surveyor. Next, his father got him an office job in New York City with a silk importing business. Frederick hated the 12 hour day, six days a week job. He soon quit this job to crew aboard a merchant ship bringing American manufactured cloth and furs to China for tea. At \$5 a month, six day, 18 hour work days, and sailing for a captain, initially perceived as religious and caring, later found to be a raving lunatic who flogged a shipmate for cursing. After more than 200 days at sea

from late 1843 until October of 1844 and a brief stop at a mosquito infested trading post in China, Frederick returned for a 3 month stay at Yale University to try some classes and be with brother John. Next job, farmer, in the spring of 1846 on an upstate New York farm before Frederick's father bought him his own farm on the Connecticut shore. His Dad soon bought him a larger, more fertile farm on Staten Island in the New York harbor in January of 1848. But when Frederick heard his brother, John, was going to tour England, Frederick left his farm in April of 1850 to join him. While John and a friend had different interests, Frederick visited English farms and public and private parks. The boys then visited France, Germany, and Belgium before returning on October, 24th, 1850 to the United States. The cost of the trip, for both boys, was only \$600; coincidentally, father John Sr paid for it. Upon his return,

Frederick had an epiphany; he realized he didn't want to be a farmer anymore! Unfortunately, he didn't know what he wanted to be.

Soon after, Staten Island neighbor and publisher, George Putnam, was getting ready to produce a new kind of book, a 'paperback', to sell for only 25 cents. Putnam asked Olmsted to write a book about his recent tour of Europe. The eventual book, "*The Walks and talks of an American Farmer In England*" sold sparsely but, in the process, revealed Olmsted's building interest in beautiful parks and gardens.

In 1851, Frederick Law Olmsted, still searching for a different career than farming, looked to his growing network for alternatives. Author friend, Charley Brace, recommended Olmsted to Henry Raymond, co-founder and editor at the newly formed New York Times newspaper, for a special investigative assignment on conditions in America's southern states. Olmsted got the job after a five minute interview and, soon stopped in Washington, D.C. in December of 1852 before passing into Maryland and then Virginia. His goal was to speak to Southerners about their perspective on living in the South, especially about slavery. What did they really think about it? How did they think it affected them and African Americans? He never revealed his true identity; his articles were simply labeled by "Yeoman". "*The South*" he claimed "*was like a foreign country*" completely different from New York. Farming was the main industry; cotton the king crop but corn, rice, sugar, even turpentine was produced on plantations. Remarkably, only 30% of all Southern white people owned slaves. Olmsted described plantations where slaves seemingly loved their owners and life on the plantation; he also shared stories of horrific cruelty, specifically, an overseer whipping a young slave girl across the shoulders thirty times before continuing the beating across her thighs and back. Olmsted also visited a North Carolina coastal community where slaves eager to work, paid 50 cents a day, to blow up tree stumps were growing in coastal waters; their production and initiative for this dangerous job were extremely high. Olmsted ultimately

determined 'slavery' actually discouraged many white people and slaves from working to their potential. Aside from the anomaly of the North Carolina coastal community, Olmsted concluded

**slavery,
like a debilitating virus,
gradually destroyed
peoples' character.**

**Few slaves, understandably,
worked as hard as they could;
but Olmstead witnessed slavery
destroying
white people's work ethic too!**

Olmsted biographer, Justin Martin, writes "*Olmsted once tried to get an umbrella fixed and was shocked by the inability of the white repairman hired to fix it... no one wanted to work. Most roads were rutted, rarely repaired. Whites didn't value work because they felt work was only fit for slaves; most slaves – lacking incentive –didn't either. Slavery was not only a flawed economic system but it promoted a cultural deficiency as well. Everything that required manufacturing like clocks and curtains came from Northern factories. Because the South was sparsely populated with farms and plantations so far from each other unlike the densely populated urban areas of the North, large groups of people rarely came into contact with one another to share and stimulate new ideas. Olmsted noted he rarely saw a book of Shakespeare or a piano.*" Olmsted's travels

eventually became a 723 page book, "A Journey in the Seaboard Slave States" published on January 16th, 1856. An abridged version of the book was published in 1861, titled "*The Cotton Kingdom*", and later acclaimed by noted 20th century historian Arthur Schlesinger and civil rights activist, Malcolm X.

Despite Olmsted's new found success as a writer, he still felt confused and unfulfilled, expressing his frustration in a letter to his father. But, in early August of 1857, this was about to change.

**Olmsted's exceptional
networking skills
created yet another
opportunity
that ultimately gave
him the **fulfilling career**
he so desperately was seeking.**

Again, Olmsted biographer Justin Martin describes the encounter: "*during an afternoon tea, Olmsted introduced himself to Charles Elliott. Elliott proved to be a mutual friend of Charley Brace who studied gardening under the famous and very influential American horticulturalist, Andrew Jackson Downing. Downing was an American big shot; rich people consulted him about the gardens and grounds of their country homes. ...Elliott was a board member on a special project to create a new, large park in the center of Manhattan Island in New York City, eventually and appropriately to be named, Central Park. Elliott told Olmstead the board was looking for a park superintendent*

and encouraged him to apply. Despite never having done this kind of work, he applied for the job and was hired at a \$1,500 salary. Olmsted was nothing if not a canny opportunist. This opportunity changed his life!"

No sooner had Olmsted started construction on the Park in the autumn of 1857, his best friend and brother, John, died of tuberculosis. John's final words, written to Frederick in a deathbed letter, "*don't let Mary (John's wife) suffer while you're alive*". Frederick immersed his sorrow in the construction of the Park overseeing everything from "draining swamps" and clearing rocks, to evicting the city's poor living on the land. Many of the poor were immigrants, living in one room, flimsy shanties, in named neighborhoods like "Dublin's Corner". They had small patches of land to grow vegetables to be sold from pushcarts downtown in the City. Goats and hogs had roamed the future Park since 1849 when the city banned livestock from the main city after a cholera epidemic; many animals simply migrated to the park area. The future Central Park was also the location of "Seneca Village", home to 264 African American residents, mostly free and working as paid waiters and domestic helpers (cooks, cleaners) in the homes of the City's rich. But when the City of Manhattan approved the building of the Park, everyone and everything had to go under the City's right of 'eminent domain.' (Eminent domain allows a state or city to take property owned by private citizens for 'fair' payment. States usually take this action to build subways, railroads, highways and public parks or for public safety reasons.) The City of Manhattan paid \$5,169,369.90 to the owners of

the land.

When Olmsted was hired, the Park was to be built according to a design by Colonel Egbert Ludovicus Viele, a West Point graduate and U.S Army veteran of the Mexican War. That is until Calvert Vaux entered the scene. Vaux was an English born, young architect, brought to the United States by the famous American architect Andrew Jackson Downing to help him design the home and the property of clothing manufacturer and banker, Daniel Parish of Newport, Rhode Island, and several other rich Americans. When Vaux saw the Viele plan for Central Park in the summer of 1857, he called it

“disgraceful”

and recommended the Board hold a contest accepting competing design bids, a common practice in England, with a \$2,000 award for the winner. Vaux approached Olmsted to partner with him because of Olmsted's familiarity with the Park property. And so, the landscape design team of 5' 6" Frederick Olmsted and 4' 10" Calvert Vaux was created and officially won the contract to build Central Park in 1858. Olmsted was named Park Superintendent and paid \$2,500 a year, while Vaux, his assistant, \$5. per day! Vaux didn't care. As author Justin Martin writes "*Vaux was interested in getting art done; and he chose the right partner to get it done.*"

As construction of the Park continued into 1858, 1859, 1860, and 1861, Olmsted's reputation as an exceptional manager and administrator



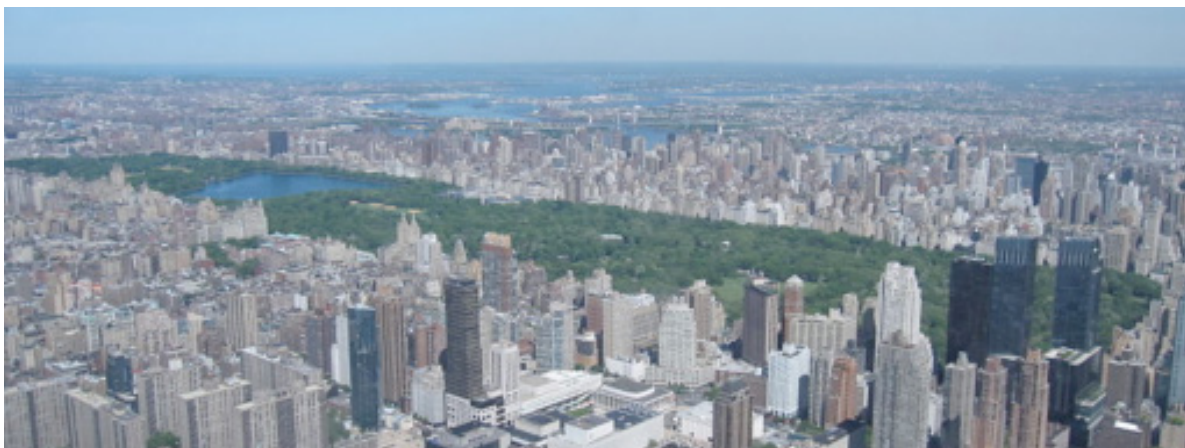
Central Park, in the Borough of Manhattan, New York City, New York

grew across the country. With the

**outbreak of the Civil War
in 1861,
Olmsted was offered
to lead
the Union's United States
Sanitary Commission (USSC),**

authorized by an ambivalent President Abraham Lincoln, to improve the sanitation of Union army's hospitals and health care of its injured soldiers. Olmsted's patriotism and abolitionist fervor compelled him to accept his country's offer.

Olmsted's problem solving method always



Central Park

started with

collecting data.

Once data is collected, it's organized, reviewed, analyzed and then turned into valuable information. A common euphemism you'll hear, for this process is

'crunching the numbers'!

Analysis turns data into information; the best decisions and solutions are always based on good information. If information is bad, decisions and solutions will be worse. Olmsted's first step in **gathering data** began with questions:

- how much sleep did the soldiers get the night before the battle?
- What did they have to eat before the battle?
- How far did they march on the day of July 21st"
- When.....

A seemingly superior Union army had been defeated early in the war at Bull Run, on July 21st, 1861, with too many soldiers dying, not from bullets, but disease. Olmsted's 75 questions would hopefully lead to the reasons why the Union army was losing this seemingly winnable war. The care of America's soldiers was being managed by surgeon general Clement Alexander Finley, known for his cheapness (miserly), arrogance (hubris), hesitancy (risk

aversion) to try new medicines and procedures, miserly, and wearing capes, but not his medical acumen. When Olmsted suggested giving smallpox vaccines to the Union troops to stop the spread of disease, Finley said "no". Olmsted described Finley as "*a bigoted blockhead who knows nothing and does nothing and is capable of knowing nothing and doing nothing*". After 'crunching the numbers,' Olmsted expanded the Union Army's focus from only men and bullets to sanitation and troop health, supply delivery and support, and, in the process,

helped the Union army win the critical Battle of Gettysburg, July 1st, 1863, to turn the tide of the War in the Union's favor.

It was shortly after that Olmsted began to think about his future. He could accurately be categorized as a 'workaholic' and it was obviously taking a physical toll. He was always exhausted and had panic attacks. Olmsted even commented, during one bout of insomnia and depression, "*I feel thoroughly worn-out, used up, an old man.*" He had also married his brother John's widow, Mary Perkins Olmsted, and became the stepfather of his niece and two nephews, her young children. During a carriage ride with his family in 1860, Olmsted fell asleep, crashing the carriage. Mary, holding their new baby to her chest, fell to the ground; miraculously, neither baby nor Mary were hurt but Frederick shattered his left thighbone. And now, he questioned how he would support a

family after the war. He started looking for a new job.

In early 1865, Vaux and Olmsted reunited to form a new company, Olmsted, Vaux & Company with offices on 110 Broadway in Manhattan. The two men became the country's most famous landscape architect team designing parks, hospitals and residential neighborhoods throughout America. Project opportunities came in from Boston to Buffalo, Chicago to Canada (Montreal); these 'Lords of Landscape' were in constant demand. In New York, they too encountered an evil Democratic Party and its leader, William Magear 'Boss' Tweed. 'Boss' Tweed controlled Manhattan the same way other

corrupt, unethical
politicians
control American cities
by giving people jobs

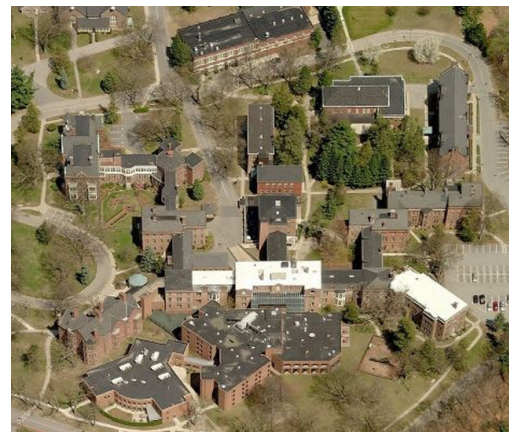


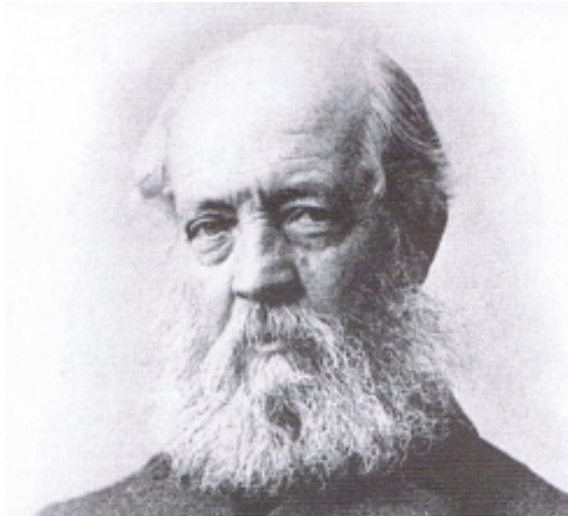
Photo of the beautiful grounds of **Butler Hospital** off Blackstone Boulevard in Providence, Rhode Island designed by Frederick Law Olmsted. Founded in 1844 as a hospital for mental health, Cyrus Butler and Nicholas Brown Jr donated large sums of their fortunes to start the Hospital.

just for their votes
not for
their critical skills.

Central Park was a prime example. The Boss created a new Department of Public Parks to run Central Park and installed his close associate, Peter Sweeney, as President. Sweeney increased the number of employees working in the Park, from 700 in 1860 to 7,000 10 years later! Tweed's knuckleheads destroyed the Park; most of the new employees were totally unqualified. Olmsted said "*the Park has suffered a great injury*". Sweeney also signed contracts worth more than \$500,000 to do phony work in the Park with companies owned by Tweed friends. In 1871, New York Times reporters revealed Tweed's corruption, brought his corrupt political patronage machine down and brought order to the City and Olmsted's beloved Central Park.

In October of 1872, Vaux and Olmsted parted





Frederick Law Olmsted

ways, with Vaux starting a new company with new partners in New York while Olmsted eventually moved to Massachusetts in 1881 and established Boston's first landscape architecture firm in 1883.

Biographer Martin writes "*Olmsted was always gratefully remembering it was Vaux who first approached him about collaborating on the building of Central Park. Without Vaux, I should have been a farmer*" Olmsted said.

Boston opened new business opportunities and new wounds as well. Contracts came for designing the grounds of the Chicago World's Fair, George Vanderbilt's Biltmore Ashville, North Carolina forest estate, and a series of Boston parks Olmsted called the Back Bay Fens which the future Boston baseball team referenced for their park, Fenway.

Olmsted pushed himself exhaustively, working on and visiting multiple projects throughout the

country. He felt overwhelmed and constantly tired. With his heavy work load and ill effects from toothaches, insomnia, pneumonia, depression, the loss of old friends like Vaux who died in a November 1895 drowning accident, life's burden eventually became too great. It was during this time, Olmsted began to exhibit repeated forgetfulness, the early signs of Alzheimer's. This disease had not been diagnosed at the time. Sons John (stepson) and Rick (Frederick Law Olmsted Jr) now became part of his company and played key roles in various projects. Even daughter Marion, a talented photographer and drafts woman, contributed to the company. The company was renamed 'Olmsted Brothers.'

In September of 1898, the Olmsted family committed the great landscape architect to a special hospital for patients with 'mental' disorders, the McLean Asylum. During the summer of 1903, sons John and Rick and wife, Mary, maintained a bedside vigil as his health deteriorated. At 2am on August 28th, 1903, with Mary and John away and only son Rick by his side,

**Frederick Law Olmsted died.
He was 81 years old.**

Charlotte Perkins Gilman



Poet.
Novelist.
Lecturer.
Advocate for social reform.
Feminist.
Rhode Islander.
A remarkable woman.

Charlotte Perkins Gilman was born in Hartford, Connecticut, in 1860 but moved to Providence, Rhode Island shortly after her birth. Her father, **Frederic Beecher Perkins**, was related to the well known Beecher family of Harriet Beecher Stowe fame. Charlotte's father deserted her, her mother, Mary, and younger brother when she was still an infant. With no means of income, the family became impoverished. Due to the family's poverty and instability, she received only 4 years of formal education in Providence schools. Despite loving to read and spending

much of time at the local library, she was considered a poor student. Charlotte's passion for reading apparently came from her librarian father who continued to send lists of books to her in absentia.

At the age of 18, Charlotte enrolled at RISD in 1878.

(The **Rhode Island School of Design** in Providence had just opened the previous year).



Charlotte soon started supporting herself as ‘an artist of trading cards.’ She also painted. She apparently loved the arts and encouraged others to do the same in her tutoring of local students. In her autobiography, she claimed her mother expressed little affection for her or her brother and discouraged them both from having strong friendships because, she claimed, they would ultimately be hurt. As a result, Charlotte led a lonely life.

In 1884, she married Rhode Island “colorist” painter, **Charles Stetson**. Gilman initially refused Stetson’s proposal.

***“As much as I love you,
I love work better.
I cannot make the two
compatible”***

she wrote in a letter to Stetson. *“I am meant to be useful and strong, to help many and do my share in the world’s work, but not to be loved.”* Stetson persisted and two years later they were married. A year later, their first and only child, **Katharine Beecher Stetson**, was born. A deep depression soon enveloped her life following the birth of her daughter. The debilitating effect of this disease is revealed in Gilman’s autobiography:

“Absolute incapacity. Absolute misery... prominent among the tumbling suggestions of a suffering brain was the thought ‘you did it yourself! You had health and strength and hope and glorious work before you and you threw it all away. You were called to serve humanity and you cannot serve yourself. No good as a wife, no good as a

mother, no good at anything. And you did it to yourself...”

A doctor today would probably diagnose Gilman with post partum depression. Unfortunately, during the late 19th century, this condition was not recognized as something affecting many women shortly after the birth of a child. Gilman sought the help of a prominent doctor from Philadelphia, **Silas Weir Mitchell**, who prescribed home rest with her child by her side at all times and never to indulge in the activities she enjoyed, painting and writing. She returned home several months later only to suffer a nervous breakdown. Gilman immediately sought solace by immersing herself in her work again. Unfortunately, her marriage became a victim of the emotional strain. By 1888, Charlotte separated from her husband. Charlotte and her daughter, Katherine, then moved to Pasadena, California where she became active in several feminist and reform groups as well as writing a journal for one of the organizations. The impact of her failed marriage continued to weigh on Gillman and her depression continued to plague her.

**But in the midst of
her painful despair,
a new door opened
and through it,
Charlotte found peace
as a critically ac-
claimed, successful writer
and
the conscience and voice
of an emerging
feminist movement.**

Gillman embarked on a remarkably prolific career. She published 'over five hundred poems, nearly two hundred short stories, hundreds of essays, eight novels, and an autobiography. She was a sought after public speaker extolling the

extended travel away from home. Her public speaking engagements brought her to venues all over America. At the same time, her exhaustive writing schedule added personal pressure intensifying her guilt of finding time for the nurturing



Rally in **Boston** in the early 1900s demanding all American women be given the right to vote!

virtues of women within America's unappreciative and repressive society. Gilman's message behind the podium or in her text was clear and unwavering: women are extremely talented people and can do more than America's male dominated society perceives. Gillman ultimately emerged as one of the key figures in the Bridge Period's developing women's and civil rights movement. A consequence of her activism was

her daughter. With the divorce of her husband granted in 1894 and the mounting guilt about her maternal inadequacies, Gillman made the excruciating decision to give up her daughter to live with her former husband and his new wife, Grace Ellery Channing. Public scorn and criticism soon followed. This was an extremely difficult time for Gilman. Her motives for relinquishing the custody of her daughter to her

former husband and new wife appeared genuine. Charlotte wrote in her memoir *"Katharine had a right to know and love her father..... and her second mother was as fully good as the first, (perhaps) better in some ways."*

**Gilman confronted
her inability to provide
her daughter
with the loving and nur-
turing environment
she felt every child needs.
Once she finally resolved
this agonizing conundrum,
Gilman went on to pursue
her passions -
**feminism, social justice,
and literature.****

Gilman and the world soon realized she was perfectly suited for this mission and her voice became one of America's most frequently heard. In her autobiography *"The Living of Charlotte Perkins Gilman"* begun in 1925 and published posthumously in 1935, Gilman wrote

"this is the woman's century, the first chance for the mother of the world to rise to her full place... to remake humanity, to rebuild the suffering world....."

Gilman was an outspoken advocate of women's voting rights. She represented California at the **Suffrage Convention** in Washington, D. C. in 1896. At the American Women Suffrage Association's convention in New Orleans in 1903, Gil

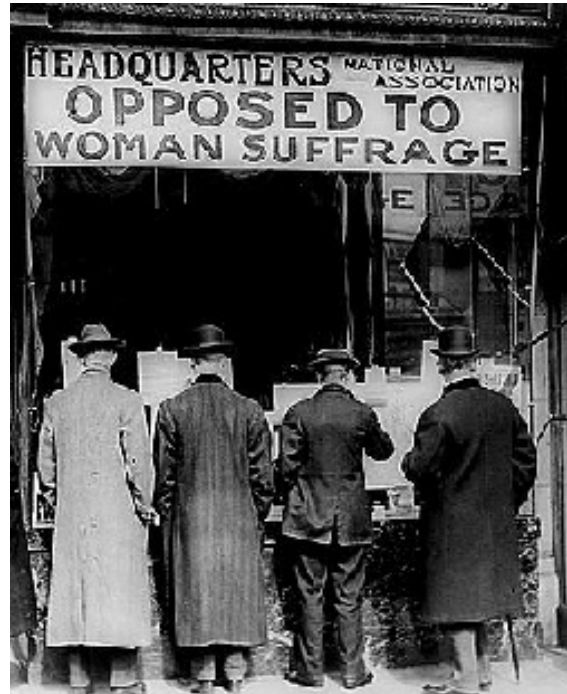


Photo above: Americans opposing legislation to allow women the right to vote. There were actually some Americans, like the *National Organization Against Women's Suffrage* and author Helen Kendrick (pictured below), who were against giving women the right to vote!



Incredibly, it wasn't till August 18, 1920 that women in America were given the legal right to vote. While some states had already granted voting rights to women like Wyoming (1869), Utah (1870), New Jersey actually took away a previous right for women to vote in 1844! All women were given universal voting rights in 1920.

man was a featured speaker. She also advocated for the rights of African Americans and American immigrants, against literacy tests and poll taxes for the right to vote and other discriminatory practices.

Prior to her divorce in 1892, Gilman produced her critically acclaimed work "*The Yellow Wallpaper*".

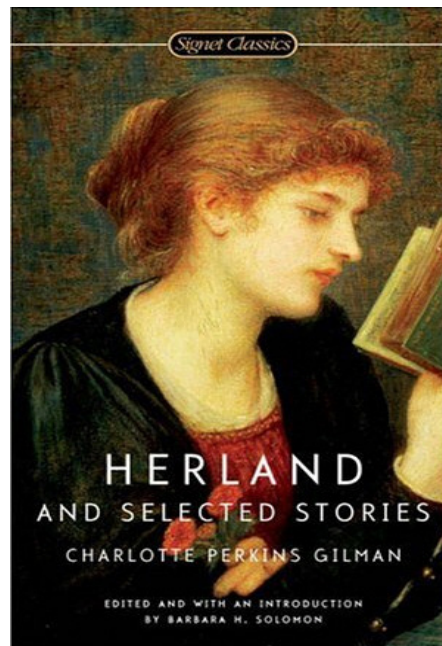
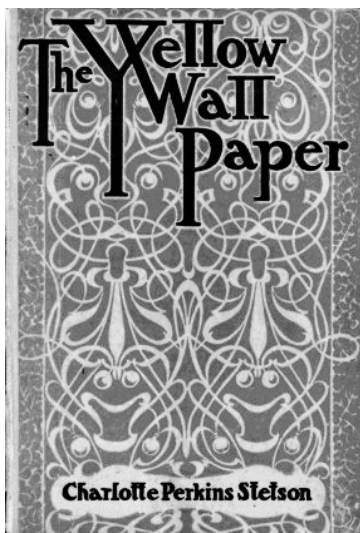
Gilman purportedly wrote the book in 2 days. It first appeared one year later in the *New England Magazine*. In "*The Yellow Wallpaper*", Gilman tells the story of a married woman caught in the throes of mental illness following the birth of a child and moving into a new home with yellow, haunting wallpaper. "You see he (husband John) doesn't believe I am sick!" the book's narrator writes. "John laughs at me, of course, but one expects that in a marriage.....he said I was his darling and his comfort and that I must take care of myself for his sake, and keep well." This

short story is clearly autobiographical; the social commentary was unquestionable and powerful.

One of Gilman's most critically acclaimed books, "*The Home: Its Work and Influence*", was written in 1903 and continued her social commentary on women's role in society. From 1909 to 1916, Gilman wrote and edited her own magazine, "*The Forerunner*". The 28 page magazine featured much of Gilman's original work and, at its height, had over 1,500 subscribers.

It was in "*The Foreunner*" that Gilman presented my favorite work, the utopian, feminist world of "*Herland*". The opening chapter describes Gilman's harmonic, exclusively female, land:

"It was quite different country, in the mountains,Woman Country..... the guide could tell us only what others had. It was a land of women – no men – babies, but all girls. No place for men



– dangerous. Some had gone to see – none had come back.... Of course, we didn't believe the story - but yet...."

***Gilman's goal
in "Herland"
was
to confront many of
society's long held
gender beliefs and
double standards***

through the eyes of three, male, American explorers who seek and find this mythical female land. In the frequent dialogue between the American men and women of Herland, Gilman challenges readers to reconsider

gender assumptions and stereotypical practices embraced by male dominated societies. From housekeeping and child rearing to war and sexuality, Gilman's three male explorers confront and eventually question their stereotypical beliefs amidst the thriving, peaceful, exclusively female world of Herland.

Gilman married for a second time in 1900 to first cousin and Wall Street attorney, **Houghton Gilman**. The marriage lasted until his sudden death from a cerebral hemorrhage in 1934.

**In 1932,
Charlotte Gilman
was diagnosed with**

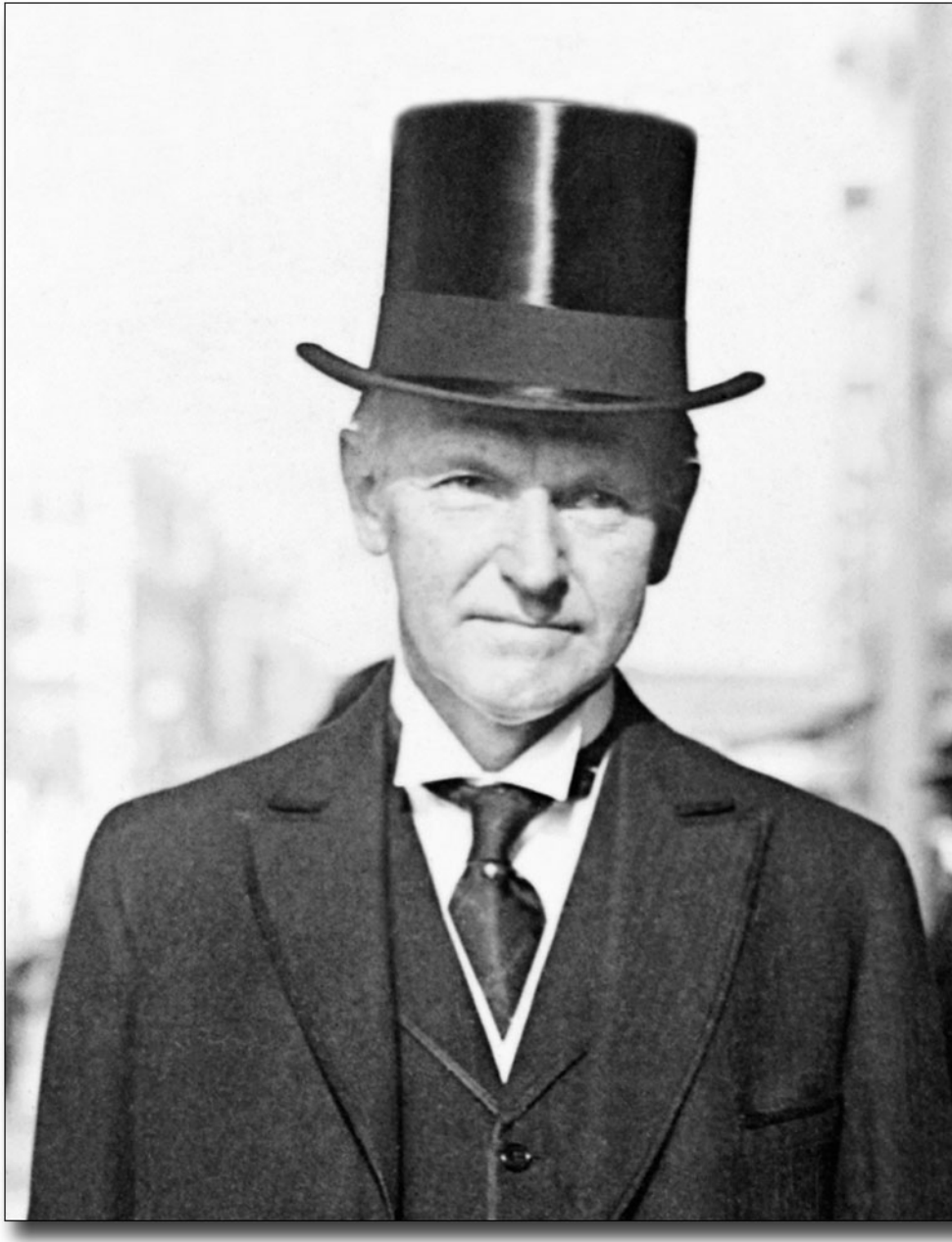




breast cancer.

She moved to California in 1934 after her husband's death to be closer to her daughter and granddaughter. She continued to publish and lecture as she battled her disease. 'On the night of August 17, 1935, she ended her life by inhaling chloroform.' She was a few weeks away from her 75th birthday.

Calvin Coolidge



**A brand which initially impressed few,
soon evolved into
a national brand of success and popular
leadership.**

Let's begin our conversation of Calvin Coolidge by addressing the '*elephant in the room*,' that is, *The Great Depression* and any responsibility President Calvin Coolidge had for it.

As most of you know,

The Great Depression,
was a devastating blow to the
booming American economy
of the 1920s
AND
forever changed the role
government played
in the United States.

The Great Depression ostensibly began with the **Stock Market Crash on October 24th, 1929**.

**This was the first domino
in a series to fall,**

and the beginning of decade long (1930s) **bank closures, company bankruptcies, deflation, high unemployment, poverty, loss of homes and farms, suicides, and lost opportunities for personal advancement**. One of the consequences of factories locking their doors, shops closing, and people losing their jobs was fewer taxes governments could collect. As a result, the federal and state governments could no longer pay their bills and provide

public services that people expected. Citizens lost confidence in their government and their economic future.

The Great Depression also resulted in an increase in **emigration** (people leaving) from America for the first time in American history. Some immigrants went back to their native countries, while others left for hopefully better lives in Canada, Australia, and South Africa.

Many people had long believed *The Great Depression* was caused by '*capitalism*' and the '*greedy*' companies that '*capitalism*' enabled. However, Nobel laureate economist **Milton Friedman** and his fellow monetarist, **Anna Schwarz**, have argued

the 'Great Depression'
should not have been
'Great'
NOR
a '*Depression*'
but rather
the typical, short lived,
'*Recession*'



America had been experiencing since the beginnings of the nation in 1776. According to **Friedman, Swartz**, and later **Ben Bernanke**, the head of America's **Federal Reserve** (*the central Bank of the United States*) from 2006 to 2014, the United States government and the agency it created to safeguard its economy from Depressions,

**the Federal Reserve,
was to blame!**

The **Federal Reserve** controls the amount of money in the country. It could have made *the Great Depression* a *Recession*, less pain and shorter in duration, simply by doing its job, that is, making sure there was always enough money in the banking system for banks and people to get access to. When so many

**banks
all over America
could not get access to
extra
gold and cash
the Federal Reserve controlled
to pay customers,
banks closed their doors.**

You might ask *'why didn't the banks have the money their customers had given them to put in a savings account?'* Because banks use customer savings to lend to other people and charge them an *interest fee* for the loan. This is how banks make money. However, if all the savings account customers want to withdraw

their savings at the same time, the bank doesn't have enough money because of the loans. And, when people couldn't get their savings out of their savings account, **panic** set in. When all bank customers demand their money at the same time, this phenomenon is called a *'run on banks'*. Banks react by closing their doors. When so many banks throughout America closed in 1929, it created

**uncertainty in the economy,
doubt in capitalism,
and
a lack of trust
in government .**

According to **Friedman, Swartz, Bernanke, and other noted economic scholars**, the initial *'run on banks'* after the Wall Street crash would have been short lived like so many other periodic, national recessions which preceded October 1929 if only the *'Fed'* (Federal Reserve) provided the cash *it could and should have* to the banks.

President Calvin Coolidge actually **suspected the onset of a 'recession'** toward the end of his second term after multiple years of business success and a rising stock market during the *Roaring 1920s*. **President Herbert Hoover, who** succeeded Coolidge in March of 1929, tried to solve the economic problems after a series of *'bank runs'* in '29 and 1930 by raising **taxes** and initiating **tariffs** on foreign goods. Unfortunately, Hoover's measures only **exacerbated** the economic problems in the country. Raising taxes simply took



Henry Morgenthau (left) and FDR 1933

much needed **cash** out of an economy that desperately needed cash. People ended up with less money to spend. And, the imposition of **tariffs** on **goods made in foreign countries** simply made them very expensive to buy. As a result, the American economy worsened.

Franklin Delano Roosevelt (FDR), who succeeded President Hoover in 1933, initially brought confidence back to the nation by injecting cash and adding jobs to the economy with multiple public construction projects paid for by the federal government. However, according to Coolidge biographer and Great Depression **historian, Amity Shlaes, FDR** and

his Secretary of Treasury **Henry Morgenthau's** self professed "**experimentation**" of different economic policies again panicked business leaders and investors. Businesses and investors wanted *then and today* **certainty** in the government's economic policies so they can anticipate investments and the future of their companies.

FDR's constant **economic "experiments"** and the **uncertainty** they created

increased unemployment and extended the depression until the start of America's entry into World War 2 in 1941. Business, the stock market, investors, and the global economy need **certainty** to function at their best.

Now, back to Coolidge.



Vice President **Calvin Coolidge** became President of the United States in 1923, when he assumed the Presidency upon the unexpected death of **President Harding**. Coolidge ran and was elected President in 1924. He left the Oval Office when he chose not to run again in the Presidential *Election of 1928*.

While underestimated throughout most of his early life by a

**quiet,
unassuming
BRAND
with few words spoken,
Calvin Coolidge**

was all the time *'tough'*, i.e. mentally strong, and rigidly focused on doing *'what had to be done'*; what he thought was *'the right thing to do.'*

Calvin Coolidge was born on July 4, 1872 in the small town of Plymouth Notch, Vermont, the only US president born on **Independence Day**. His mother was often ill and **died**, perhaps from tuberculosis, when Coolidge was 12. His younger sister, Abigail, **died** at the age of 15, probably of appendicitis, when Coolidge was 18. His father was a farmer, store owner, and public servant running the town post office, and a tax collector, as well as serving in the Vermont state Senate.

**Coolidge was a shy,
unimpressive,
high school student.**

After graduation, he applied to Amherst College in Amherst, Massachusetts. He did not pass the entrance exam and, as a result,

**Amherst College
did not accept him.**

After taking some remedial courses, Coolidge tried again, passed the exam, and was accepted.

It was at Amherst Coolidge that

**a philosophy teacher
changed the course of his life.
Professor Charles Edward Garman
found a way
to get young Coolidge
to push out of his comfort zone,**



Amherst College Philosophy Professor, Charles Edward Garman

“to dip into the river of life”, to try new things, take measured risks, and meet new people. As a result, Coolidge’s life changed. **Coolidge’s mentor gave him the confidence to make a series of career decisions** to gather and analyze data, listen to his intuition, to take measured risks, and make critical decisions about a career path for success.

Coolidge decided to move to Northampton, in western Massachusetts, to pursue a career in law. Because Coolidge wanted to avoid the debt of law school tuition, he looked at an acceptable alternative at the time for becoming an attorney. Rather than enrolling in an expensive college law school and assuming tuition debt,

**Coolidge chose
an accepted alternative,
experiential education,
by taking an internship
at the Northampton law firm
of *Hammond and Field*.**

By 1897, Coolidge passed the bar exam to become an official Massachusetts lawyer. Soon after in 1898, Calvin Coolidge opened his own law office in Northampton.

By embracing Professor Garman’s encouragement, Calvin Coolidge’s career took off with the following, impressive jobs and

**the influential network
he created:**

- 1898 **Northampton City Council**
- 1901 **Northampton City Solicitor** (the city’s official attorney)
- 1905 **Married** Grace Goodhue
- 1906, 1907 **Massachusetts State Representative**
- 1909 - 1910 **Mayor** of Northampton
- 1911 - 1914 Massachusetts **State Senator**
- 1913, 1914 **President of the Massachusetts Senate**
- 1915 - 1917 Massachusetts **Lieutenant Governor**
- 1918, 1919 **Governor** of Massachusetts
- 1921 - 1923 **Vice President of the United States**
- 1923 - 1929 **President of the United States**

If there was **one event** in Coolidge’s early career that propelled ***the Calvin Coolidge brand*** to the attention of the entire country, it was the **1919 Boston Police strike** while he was Governor of Massachusetts.



This was an interesting time in the lives of working people. People were leaving farms for city jobs in factories. Factory jobs demanded long days, dangerous working conditions, and low pay for the men, women, and young children who worked in them. President Coolidge signed a law reducing the legal **standard work week** for women and children workers from 54 hours a week to **48 hours**. “We must humanize the industry, or the system will break down”. President **Wilson had worker pay frozen during World War I** (1914 - 1918) claiming wage increases would hurt America’s chances of winning the war. Another problem, historian Amity Shlaes writes, was “**prices**. The cost of food at the store was **double** what it had been in 1913. Soldiers were returning from the battlefields of War War I in Europe and had difficulty finding jobs. Many were injured, “in pain, or disabled” writes historian Shlaes. When the war was over, workers wanted pay raises President Wilson promised.

Policemen had it no different. The average patrolman in Boston earned \$28 A WEEK!!! Officers worked long hours without overtime, and had only 1 day off for each 15 days on the job. According to a Boston Globe article in 2019 commemorating the 1919 Police Strike and Riots by reporter Brian MacQuarrie, “in

1919, the

*starting pay for a
Boston policeman
was
\$21.90 a week
usually for 80 hours a week.
This salary had not risen since
the Civil War.*

*A new police officer was also required to spend \$207.25 for his uniform and equipment when he joined the force. **Policemen slept in rat- and lice-infested station houses where rats ate the leather off their helmets.***

*Many of the police were
**Irish-Americans
and
Ireland-born immigrants.***

They weren’t paid for court appearances, couldn’t leave the city without a pass, and were used by higher-ranking officers as errand boys to pick up the groceries and newspapers of their bosses. Despite it all, there were three jobs that an Irish mother wanted her children to have: a priest, politician, or policeman....”

So, Boston policemen decided to start a union to protest their conditions. The Boston Police Commissioner, **Edwin Upton Curtis**, a tough, union foe and former Boston mayor, forbid policemen from joining any union, “organization, club, or body outside the department”. But, **on September 9th, 1919**, at a packed union meeting in the Irish



State Guard troops descended on Scollay Square during the Boston Police Strike of 1919 - Calvin Coolidge Presidential Library & Museum

neighborhood of the South End of Boston, **Boston police voted to strike** at the evening roll call on Sept. 9th, 1919. The vote was 1,134 to 2. The next day, more than

**1,100 policemen
walked off the job.**

Overnight, Boston lost three-quarters of its police force and, not surprisingly, the city spiraled out of control into mob violence. Without the Boston Police to maintain order in the city,

**downtown Boston
erupted into
violence and destruction
as many people took advantage
of the situation**

by **looting stores and breaking windows**. Boston's Mayor Andrew Peters asked Governor Coolidge to call in the Massachusetts State Guard and local militia. **Governor Coolidge's** response was forceful. *"The action of the Boston Police in leaving their posts of duty is not a strike! It is*



Massachusetts Governor Coolidge inspecting militia (national guard) summoned to Boston to quell the riot ignited after the Boston Police strike.

***desertion!!** There is nothing to compromise. In my personal opinion there are no conditions under which the men can return to the force?* **Coolidge** quickly ordered nearly 5,000 State Guard troops with machine guns and shotguns to the city to stop the rioting from the country's first major police strike. **Fear** swept through the nation as many Americans feared a revolution was taking place to overthrow the entire American government just like in the country of Russia with its violent and successful **Communist Revolution in 1917**. Feeding this fear was the discontent and growing frustration of

American workers.

When the guardsmen arrived in Boston, they quickly brought order by firing into the crowd killing five men. The riot was essentially over.

Most Bostonians blamed the violence on the police for leaving the city defenseless, rather than on the riotous, violent crowds or the State Guardsmen. Police Commissioner Curtis refused to rehire any strikers, but gave their replacements the pay increase the police had been requesting for years. It would be nearly fifty years before Boston's police were allowed to organize and the nation saw another police strike.

Governor Coolidge emerged from the Boston Police Strike and Riot a national hero.

Newspapers covered the story praising Coolidge for his decisive, bold actions under fire. By 1920, the

Boston Police Riots had elevated the Coolidge brand at the Republican Convention to the Vice Presidential nominee on the Republican ticket with Presidential candidate, Warren Harding.

Harding and Coolidge took 60% of the

popular vote in the 1920 Election beating the Democratic ticket of James M. Cox, for president, and the Assistant Secretary of the Navy, Franklin D. Roosevelt, for vice president.

Harding's presidency lasted a little over 3 years. On August 2, 1923, President Harding died unexpectedly from a heart attack in San Francisco, California.

Vice President Calvin Coolidge
was suddenly
President Calvin Coolidge.



from left to right - President Warren Harding, Mrs Harding, Mrs Coolidge, and Calvin Coolidge

Calvin Coolidge's Presidency
focused primarily,
although not exclusively,
on "commerce"
or in today's parlance,
business.

Coolidge, and his **Treasury Secretary, Andrew Mellon**, believed that an economy was healthy and strong

if companies were
making money,
people had jobs,
and
the government was collecting
lots of tax revenue

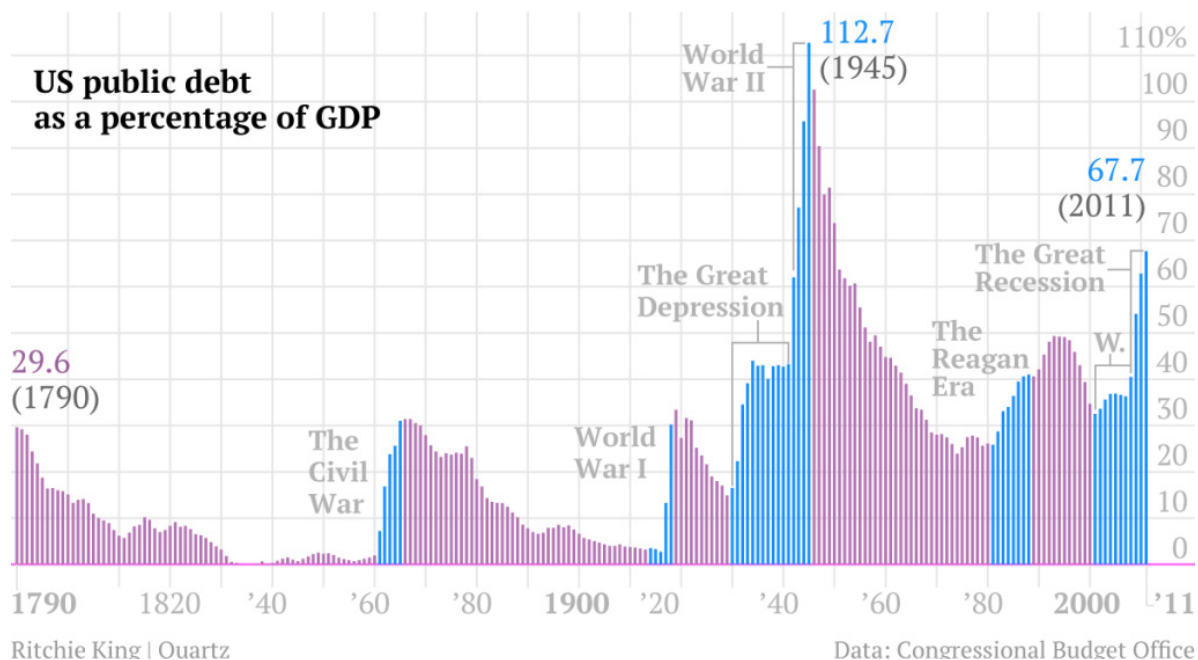
to pay their debts and provide services to its citizens. After World War I,

the biggest debt
America had
was the financial cost for
fighting World War I.

Because of the war, America's debt went from \$2 billion dollars to **\$30 billion** (\$350 billion in 2020 dollars). Yet, during the Coolidge Presidency,

Coolidge decreased the
FEDERAL debt to
\$16 BILLION
by 1928.

And, **Coolidge and Mellon** DID it by doing what few expected. Instead of raising taxes to get more money for the government, Coolidge lowered taxes to get more money for the government!!!!.



GDP stands for *Gross Domestic Product*, in other words, the FINAL dollar value for all the goods (cars, computers, shoes, dresses, etc) and services (massages, hair cutting and coloring, nails, tattoos, etc) over a specific amount of time. **The National Debt** is the amount of money the United States government owes to organizations that lent it money. The United States borrows money by selling United States Treasury Bonds. They are like IOUs. Presently, the United States has sold over \$1 TRILLION dollars in Treasury Bonds to the countries of China and Japan. *The federal government adds to the debt whenever it spends more than it receives in tax revenue.* Each year's **budget deficit** gets added to the TOTAL debt.

**Coolidge and Mellon believed
lower taxes
meant more tax revenue
for the government
because
companies and people
had more money to spend!**

Contrary to public belief, Coolidge's lower taxes brought **MORE MONEY** into the government's bank account **to pay down the War debt. Citizens also got more money in their pockets** to buy more 'stuff'. And, companies had higher profits to invest in their business and hire more people. It's similar to

Walmart's business plan

today. **Walmart** attracts more customers to buy their products with low prices. And, if a company can keep their costs low, more sales means more profits. Low prices attract buyers. Like **Walmart, Coolidge and Mellon not only LOWERED** taxes, they also cut government expenses. Coolidge continually challenged the leaders of different government departments to cut their costs. When **costs** are controlled and **companies earn more, people spend more; consequently, more taxes** are collected by the government.

Coolidge later wrote

*“higher taxes means
lower wages...”*

Coolidge and Mellon continued to lower personal income tax rates from 60% to 25% of a person's income. This meant that instead of government taking 60% of what a person earns after a certain amount of money earned, the government would only take 25% of what a person earned in income taxes. Most people who pay the top tax rate are people who earn the most money. In **1921**, at the end of the Wilson Presidency, the top tax rate on people making over \$100,000 a year was 73%. This meant the **government took in taxes 73% of the money a person earned over \$100,000.**

By 1927 of

**the Coolidge Presidency,
only
the wealthiest 2% of taxpayers
paid any federal income tax.**

By 1929, after Coolidge's series of tax rate reductions had cut the tax rate to 24% for people making over \$100,000, the federal government collected more than a billion dollars in income taxes, of which 65% was collected from those making over \$100,000.

Each year Coolidge lowered federal taxes and cut government spending while federal income tax revenue increased! In the process,

**Coolidge reduced
the national debt
by 25%!!**



Photo showing President **Calvin Coolidge** (left) Secretary of the Treasury **Andrew Mellon** (center) and **Herbert Hoover** (Coolidge's Secretary of Commerce)

During Coolidge's presidency, the United States experienced a period of rapid economic growth known as the "**Roaring Twenties.**" The Coolidge - Mellon tax plan worked! **In 1924, the US Treasury collected \$300 million more tax dollars than anticipated.**

While the Coolidge **tax, spend, and cost cutting** relieved the federal government of certain health and welfare responsibilities of its states and their citizens, the states and its citizens were forced to look elsewhere when they needed financial help.

Calvin Coolidge and many Presidents who preceded him believed the

federal government had limited financial relief responsibilities for its citizens in times of troubles.

For instance, Coolidge has often been criticized for his actions during the **Great Mississippi Flood of 1927**, the worst natural disaster to hit the Gulf of Mexico coast until Hurricane Katrina in 2005. Coolidge did not want to spend federal money to control the flooding that often took place along the Mississippi River that regularly destroyed property and claimed lives. Coolidge believed property owners or the states should bear the cost of building levees and dikes to control flooding. During the Great Mississippi River Flood of 1927, "**the Federal departments have no funds for relief**" the Washington Post reported. Historian **Amity Shlaes**

writes in her Coolidge biography "*the federal government had not often spent money on large scale rescues before. President Cleveland, a Democrat, vetoed money appropriated by Congress for drought victims in Texas and Theodore Roosevelt was cautious about sending cash to Louisiana during a yellow fever epidemic. Coolidge did work hard with the Red Cross to raise \$5 to \$10 MILLION in donations to help the Mississippi Flood victims.*" Other than army blankets and tents, there was little federal government money going to flood victims or the states. In fact, most financial help for the poor and victims of disaster came from the **donations** of large companies and charities like the **Red Cross.**

President Coolidge obsessed about debt and put constant pressure on the FEDERAL government department managers to cut expenses. Unlike today's federal government, the Coolidge run federal government cut total spending EACH YEAR while still operating efficiently.

There has been a long standing debate about the responsibilities of the federal government vs the responsibilities of the state and the individual. Noted **University of Chicago** economists **Milton Friedman** (*Nobel Prize Winner in Economics*) and **Tom Sowell** (Hoover Institute at Stanford University) as well as 21st century **Libertarian** Party Senator Doctor **Ron Paul** believed the federal government should narrow its support to its citizens to a few, focused, responsibilities, namely **defending the country** from its enemies, **defining the rules** the country and its citizens should follow, and **adjudicating**

disputes (courts).

As you hopefully have witnessed during this reading, the extent of America's

government financial aid to American citizens has changed dramatically since the time of the Coolidge presidency.

President's Proposed Total Spending (Fiscal Year 2015)

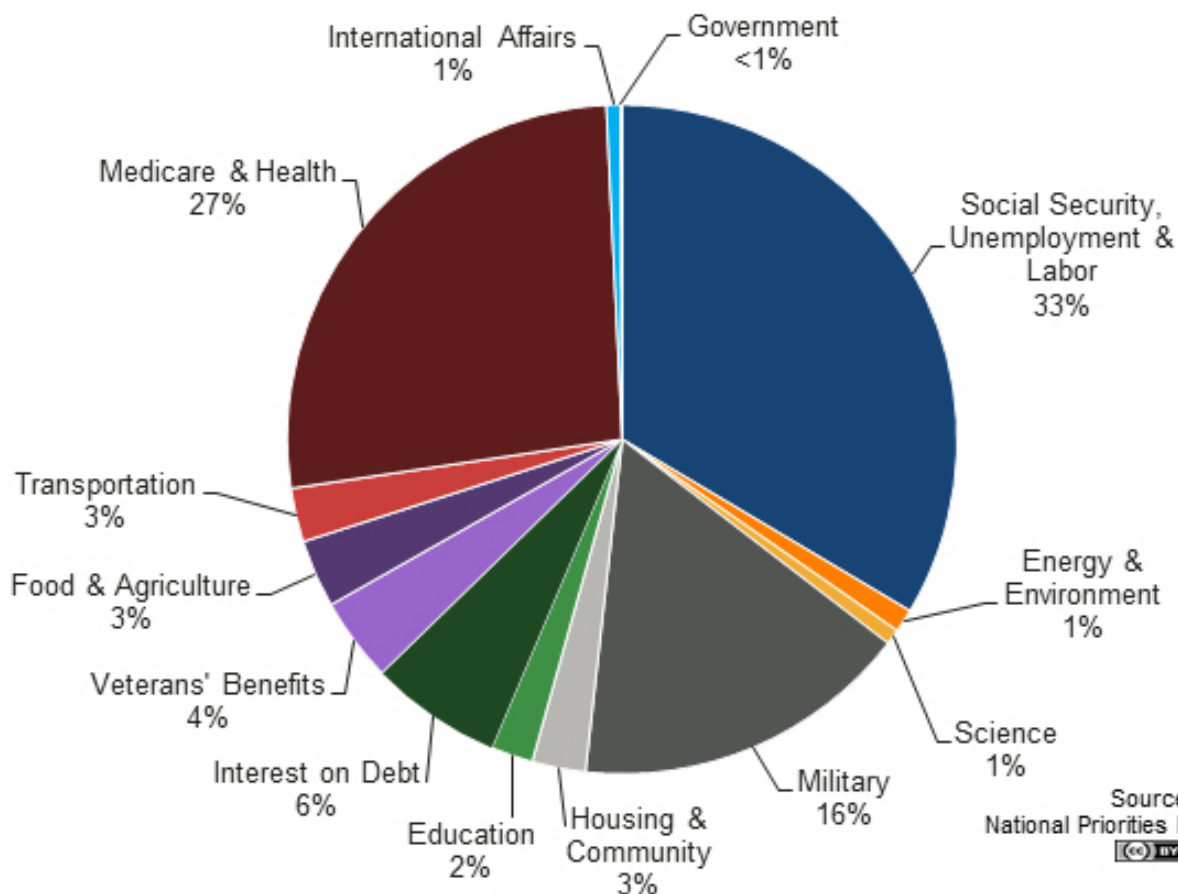
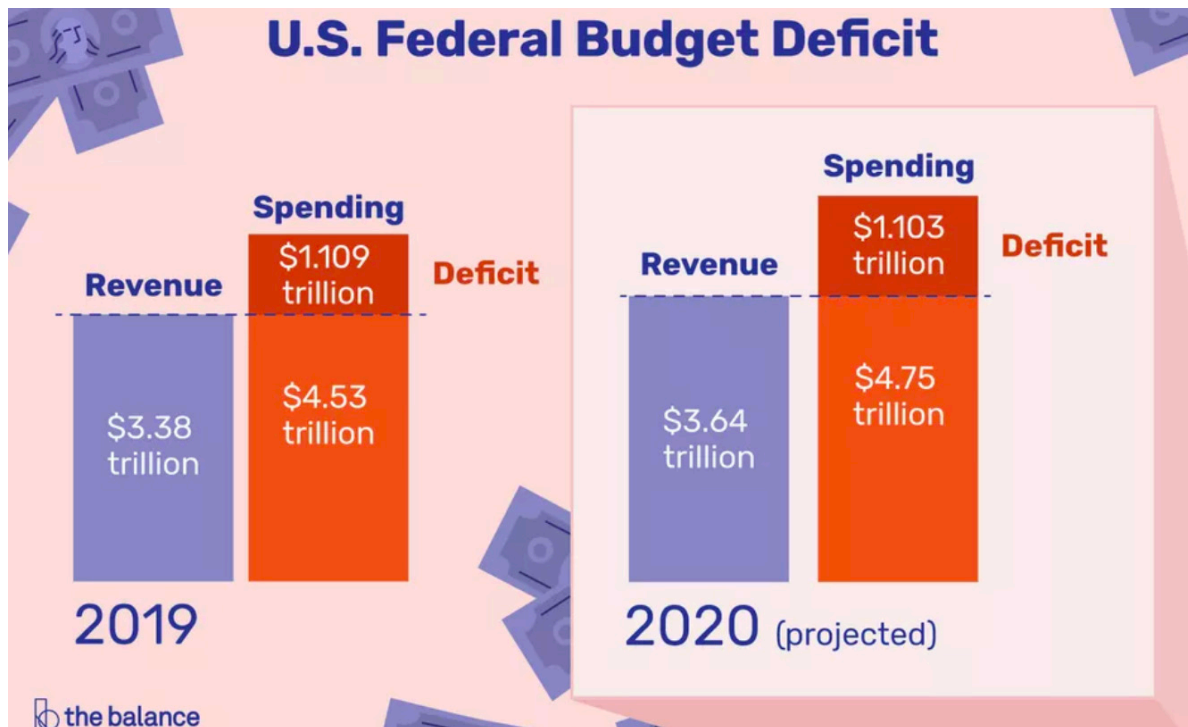


Chart above depicts United States FEDERAL spending in 2015. Please be aware there WAS NO SOCIAL SECURITY, MEDICARE, OR MEDICAID payments to Americans in 1929. TODAY, SOCIAL SECURITY, MEDICARE, MEDICAID, HOUSING ASSISTANCE, AND OTHER PROGRAMS FOR THE POOR ARE ALL REFERRED TO as ENTITLEMENTS and these allocations cannot be reduced as other categories like Defense, Education, and other non-Entitlement programs frequently are. National Defense, Social Security, Health Care (Medicare, Medicare, Welfare, etc) and Interest payments on the Debt make up 70% OF THE TOTAL SPENDING BUDGET. SOCIAL SECURITY IS FUNDED BY A DEDUCTIBLE IN EACH PERSON'S WEEKLY PAYCHECK AND 60% OF MEDICARE IS FUNDED BY A WEEKLY PAYROLL DEDUCTION. MEDICAID, a health care program for the poor, HAS NO PAYROLL DEDUCTION; IT IS SIMPLY A BUDGETED ANNUAL EXPENSE. Medicaid's cost in 2021 is \$488 billion. The % of Entitlement annual spending has and will continue to increase as the American population continues to increase its life expectancy and gets older. Federal Entitlement programs came after the Presidencies of Coolidge and his successor, Harding. Franklin Delano Roosevelt is credited or blamed, depending on one's perspective of federal government financial responsibilities, for expanding the federal government's Entitlement spending. **One dangerous consequence of America's annual spending plan is the FACT the American FEDERAL government never has enough money to pay for all these expenditures because it never collects enough money in taxes. As a result, the American FEDERAL government has to borrow the money. PLEASE NOTICE THE INTEREST PAYMENT, THE COST OF BORROWING MONEY WHICH OFTEN COMES FROM COUNTRIES LIKE CHINA, JAPAN, AND OTHERS. THE COST OF PAYING INTEREST ON OUR DEBT IS MORE THAN WHAT THE FEDERAL GOVERNMENT SPENDS ON EDUCATION!!!!**



The U.S. federal budget *deficit JUST for one year, the fiscal year 2021*, is \$966 billion. A FISCAL YEAR IS DIFFERENT THAN A CALENDAR YEAR. A fiscal year deals with finances and accounting. The United States fiscal year in 2020 is from October 1, 2020, through September 30, 2021. The deficit for this fiscal calendar YEAR occurs because the U.S. government spending of \$4.829 trillion is higher than its revenue of \$3.863 trillion. The 2020 budget created a \$1.083 trillion deficit. Spending at \$4.79 trillion was more than the estimated \$3.706 trillion in revenue. It is unknown at this time what the impact of **COVID-19 federal relief** will be to the budget deficit; however, these relief packages will increase the deficit in 2020 and beyond. There is an ongoing argument about the benefit of certain TAX CUTS. Proponents of *supply-side economics* argue the government will make up losses in tax revenues caused by tax cuts by an increase in economic growth, i.e. more successful companies paying more corporate taxes, more people in the population working, and people's salaries increasing which results in more personal income taxes collected by the government. But the National Bureau of Economic Research argues only 17% of the revenue forfeited from income tax cuts have been regained. It also found that 50% of the revenue from corporate tax cuts was lost. Supply-side economics and the benefit of corporate and high income tax cuts argument continues.

Coolidge's **parsimony** quickly evolved into FDR's emergency spending during *the Great Depression* and there's been no looking back since. The

Coolidge 1929 federal budget
was
around **\$3 BILLION** a year.

America's 2019 federal budget
was
\$4.07 TRILLION.

The United States debt in 1929
under President Coolidge
was
\$16 BILLION.

The United States debt in 2019
was
\$22.8 TRILLION.

Under Coolidge, state and local government expenditures increased and the bureaucracies to oversee them saw considerable growth

eventually surpassing the federal budget in 1927.

While Coolidge's main focus was the economy, he did take some forceful positions on civil rights that Presidents preceding and following him avoided.

**Coolidge spoke
in favor of the **civil rights**
of **African-Americans**,**

saying in his first **State of the Union address** that Black American rights were "*just as sacred as those of any other citizen*" under the U.S. Constitution and that it was a "*public and a private duty to protect those rights.*" Coolidge repeatedly

**called for laws
to make
lynching
a federal crime**

which was more than President Truman did almost 20 years later. Congressmen from too many states refused to pass any such law outlawing the **heinous act of lynching**. On June 6, 1924, Coolidge delivered a commencement address at historically black, non-segregated **Howard University**, in which he thanked and commended African-Americans for their rapid advances in education and their contributions to US society especially their eagerness to fight for their country in the World War, all while facing discrimination and prejudices at home.

While Coolidge navigated the 1920 political and economic environments with great success, there was a personal toll to pay. Long working hours, intense political confrontations with often duplicitous Democrat, Republican, and Progressive party opponents coupled with the July 7, 1924 sudden and

**unexpected death
of his 16 year old,
oldest son,
Calvin Jr,
from a blister
created during a tennis match
with his brother,
John**

on the White House tennis courts. The blister



Calvin Coolidge family photo: Back left youngest son, John, next to oldest son Calvin Jr. Seated in front Calvin Coolidge and his beloved, vivacious wife, Grace.



got infected and turned into **sepsis**. Calvin Jr. died a little over a week later. The great stress of Presidential leadership and Calvin Jr's loss took a toll on the President's health. After the 1924 Republican convention and the death of Calvin Jr, Coolidge stayed to himself. He later explained that

“when Calvin (Jr) died, the power and glory of the Presidency went with him.”

While the Republican Party wanted President Coolidge to run for re-election in the Presidential Election of 1928, Coolidge adamantly declined. Upon leaving the White House in March of 1929, he and Grace retired to a modest, rented house on Massasoit Street in Northampton. Coolidge published an autobiography in 1929 and wrote a

syndicated newspaper column, “*Calvin Coolidge Says*,” from 1930 to 1931.

On January 5, 1933, Coolidge, not feeling well, left his office for home. Around noon, his wife Grace, returning from errands, called up stairs after not seeing him on the first floor. She soon found Calvin lying motionless on the floor. He had already passed. Biographer Amity Shlaes writes “*It seemed a heart attack had come over him quickly. The heart attack he had always feared had come.*”

Calvin Coolidge, the 30th President of the United States, was dead at the age of only 60.”

Calvin Coolidge was a quiet man. He was often referred to as “*Silent Cal*”. **Honest,**



President Calvin Coolidge sits with some of his friends, **the titans of American industry**, at the Coolidge home in Plymouth, Vermont on August 19, 1924. Seated from left to right are Harvey Firestone, President Calvin Coolidge, Henry Ford, Thomas Edison, Grace Coolidge, and John Calvin Coolidge, Sr., the President's father. Standing behind Mrs. Coolidge is Russell Firestone. Photo courtesy of Boston Public Library

focused, fastidious, and always driven to do what he considered 'the right thing to do'. Others might add "*cheap*" to the description too. Despite all the references for being shy or introverted, President Coolidge gave over 520 press conferences, more than any other President. Coolidge was also very interested in technology. He quickly embraced the new technology of the day, **radio**, delivering several messages to the nation on the radio. Coolidge's second Presidential inauguration

was the first in history to be broadcast on radio. He was very interested in **aviation**. When aviator **Charles Lindbergh**, the first person to fly alone across the Atlantic Ocean from New York City to Paris, France in 1927, President Coolidge welcomed Lindbergh back to the United States and presented him with the *Congressional Medal of Honor*. The event was captured on film.

William Randolph Hearst



**Could one man and a newspaper
ever start a WAR?**

In 1898, YES!

863,956
WORLD CIRCULATED YESTERDAY

The

World, 863,956
WORLD CIRCULATED YESTERDAY

NEW YORK, THURSDAY, FEBRUARY 7, 1900

MAINE EXPLOSION CAUSED BY BOMB OR TORPEDO

Capt. Sigbee and Consul-General Lee Are in Doubt--The World Has Sent a Special Tug, With Submarine Divers, to Havana to Find Out--Lee Asks for an Immediate Court of Inquiry--260 Men Dead.

IN A SUPPRESSED DESPATCH TO THE STATE DEPARTMENT, THE CAPTAIN SAYS THE ACCIDENT WAS MADE POSSIBLE BY AN ENEMY

Dr. E. C. Pendleton, Just Arrived from Havana, Says He Overheard Talk There of a Plot to Blow Up the Ship--Capt. Zalski, the Dynamite Expert, and Other Experts Report to The World that the Wreck Was Not Accidental--Washington Officials Ready for Vigorous Action if Spanish Responsibility Can Be Shown--Divers to Be Sent Down to Make Careful Examinations.

Joseph Pulitzer's *New York World* newspaper also stoked anti-Spain sentiments with sensational headlines and illustrations about the explosion of the USS Maine and the deaths of American seamen. The *Journal* and the *World* appealed to Democratic Party constituents in New York, many poor Irish and German immigrants working in the city's factories under oppressive and dangerous conditions who could sympathize with poor Cuban rebels working on the island's sugar plantations. Not all newspapers agreed with the Hearst's *Journal* and Pulitzer's *World*. Other New York newspapers, like the *Wall Street Journal*, did not accuse Spain of the destruction of the USS Maine nor did the *Wall Street Journal* encourage war.



In August of 1897, William Randolph Hearst was looking for a sensational front page story to attract more readers to his recently purchased *New York Journal*. He found it in a young Cuban girl, **Evangelina Coso y Cisneros**, the 18 year old daughter of a Cuban rebel recently imprisoned. Hearst's illustrators created the front page illustration above inferring that Evangelina was stripped searched in the prison by evil, lascivious Spanish police. Hearst's illustrators and editors turned Evangelina's plight into an international '*cause celebre*'. **James Creelman**, a celebrated reporter, formerly at Joseph Pulitzer's *New York World* who joined William Randolph Hearst's *New York Journal* team in 1896, admitted in his autobiography year's later that Evangelina's story was *embellished*. Another New York newspaper claimed Hearst's story was "*a hoax*". But Hearst was gaining too much publicity, too many new readers, to stop the story. Hearst then ordered one of his reporters, **Karl Decker**, to sail to Cuba to find a way to free Evangelina from the Spanish prison. Amazingly, Decker was able to free the girl with a few well placed bribes of prison officials. Evangelina was brought to New York City, paraded through the city streets, "onto a rally at Madison Square Garden, dinner at Delmonico's restaurant, and then to the White House for a reception with President McKinley." William Randolph Hearst, paying no attention to expenses nor truth in reporting, accomplished his mission by driving readership to his paper and enhancing **THE HEARST BRAND**.

FACTS?

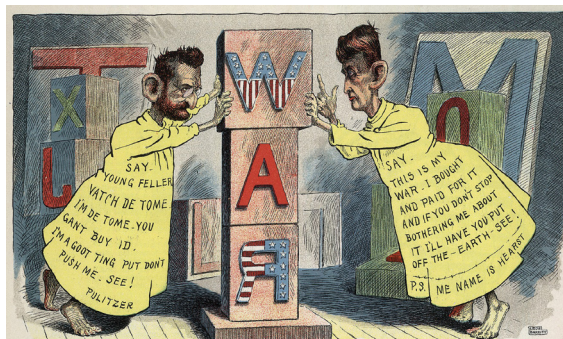
Impartial news coverage?

NO!

Not when it comes to making sure your newspaper is more successful than your competitor!!

In the late 1890s and early 1900s,

New York City was a media combat zone as different newspapers battled each other for readership in the city.



Editorial cartoon by Leon Barritt, 1898, portraying the New York City media war between newspaper publishers Joseph Pulitzer and William Randolph Hearst. Their yellow clothes represented the Yellow Kid cartoon character, once featured in both Pulitzer and Hearst's papers, epitomizing the **sensational, partisan, yellow journalism** of both papers. (WIKIPEDIA)

Each newspaper had very specific audiences they wrote for.

"New York Times
owner *Adolf Ochs*
focused on
the hearts and minds of
Republican party
candidates, platforms, principles"
and the businessmen
who supported them,

according to Hearst biographer, David Nasaw.

**“Both *William Randolph Hearst*,
the publisher of
the *New York Journal*,
and *Joseph Pulitzer*,
publisher of the rival
New York World,
competed for the same audience,
the rising population of
Irish and German immigrant
factory workers
and
the notorious *Tammany Hall*
Democratic Party machine
that supported them.”**

Ochs' *New York Times* had a different writing style than the *Journal* and *World* and devoted more pages to Republican polity readers than Democrats. Ochs' *New York Times* writing style appeared more refined and sophisticated and certainly not as outlandish as the sensational, often times outrageous writing style and illustrations found in the *World* and *Journal*. The *Journal* and *World* writing style was an in-your-face bombardment of

**10 to 14 pages of
hair raising stories,
cruel attacks, rumors, gossip,
partisan cartoons,
and, of course,
paid advertisements
that generated the revenue
for running the company.**

The *Journal*, *World*, and *Times* cost **1 penny**.

William Randolph Hearst was **born** in San Francisco, **California**, in **1863**, the only child of **multi-millionaire George and Phoebe Hearst**. **George** was a semi-literate, tobacco chewing and spiting, poker playing, saloon visiting, Confederate sympathizing, farmer and copper miner from Missouri who emigrated to the San Francisco area in 1850 to mine gold and silver during the **California Gold Rush**. George eventually made millions of dollars mostly by investing in successful silver mines. Because of his wealth, George was chosen by California Democrat Party leaders to be a Senator in the United States Congress in Washington, D.C.. (This was a time when Senators were NOT elected by the state's



In the 1890s and early 1900s, "**newsboys**" were the main sellers of PRINT afternoon newspapers. Morning PRINT editions of the paper were often delivered, like today, directly to subscriber homes or offices while the afternoon PRINT editions relied almost exclusively on **newsboys** selling the papers on the streets. Most of the **newsboys** came from poor immigrant families and sold their newspapers after school in the afternoons and evenings. The **newsboys** bought papers at 50¢ per 100, and sold them at 1¢ each for a profit of a 1/2 cent per paper. The **newsboys** went on strike for 2 weeks in 1899 asking for better pay. The **newsboys** demonstrated across the city for several days and hurt both Pulitzer and Hearst newspaper circulations. Pulitzer's *New York World* DROPPED from a circulation of 360,000 papers sold per day to 125,000 during the strike. The strike worked.

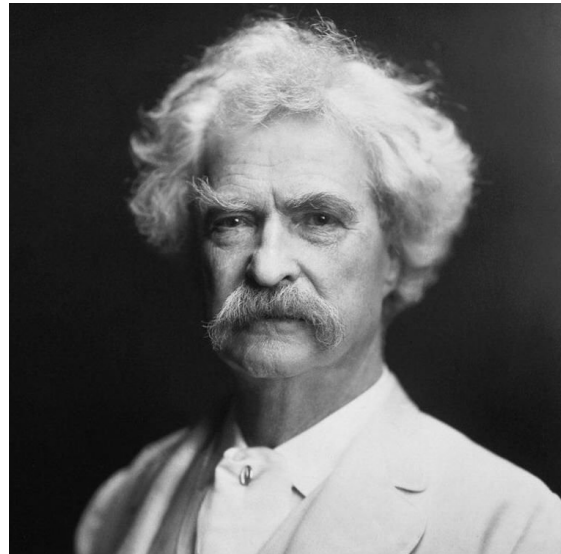
citizens but chosen by state political leaders.) Hearst's mother, **Phoebe**, was a church going, refined woman 20 years younger than George who believed in the importance of a quality education. Consequently, William left San Francisco to attend the prestigious, private **St Paul's School** in Concord, New Hampshire before enrolling at **Harvard College** in 1880.

**Hearst was expelled
from Harvard his junior year
for hosting
massive beer parties
and other tomfoolery**

as well as not meeting his academic requirements. Phoebe was devastated; George and William were not.

After his expulsion from Harvard and a short time drifting about, William convinced his father in 1887 to let him run the family newspaper, *The San Francisco Examiner*. To most observers' surprise, William turned the failing *Examiner* into the most successful newspaper in the Bay area. With his father's unlimited money behind him, William not only bought the best printing presses but also hired the best staff for the *Examiner*. Writers like **Ambrose Bierce**, **Mark Twain**, **Jack London**, and political cartoonist **Homer Davenport** formed an all star newspaper staff that aggressively investigated and reported on political and business corruption, sometimes attacking companies **George Hearst** owned.

After his success at the *Examiner*, William



Samuel Langhorne Clemens, aka **Mark Twain**

Randolf Hearst was ready to compete in America's most competitive newspaper market, **New York City**. In 1895, he bought, with his family's wealth again, the struggling *New York Morning Journal*. He renamed the paper *The New York Journal*. Hearst immediately competed with Joseph Pulitzer's *New York World* newspaper for the same New York City readers. There were over 8 principal newspapers fighting for eyeballs in New York City. Other than the local barroom, or for some, the church, newspapers were the main source of information. Radio, cable TV, and certainly the internet, DID NOT EXIST at this time. And, most people read more than one newspaper a day for their news and entertainment.

Once again, Hearst invested his family's money to buy the best printing presses as well as the best writers and cartoonists for his new paper. Hearst aggressively offered more money to

some of **Joseph Pulitzer's** best writers and cartoonists to leave the *World* to join the Hearst *Journal* staff. Popular cartoonists like **Richard Outcault**, and well known writers like **Stephen Crane** were hired to write the kind of sensational stories and draw attention grabbing cartoons like "*The Yellow Kid*" and "*Buster Brown*" that had made Pulitzer's *New York World* the most read and profitable newspaper in New York City. When Outcault moved to Hearst's *New York Journal*, his *New York World* readers came with him quickly increasing the *Journal's* readership and advertising revenue. Pulitzer was furious!

Despite obvious, disingenuous claims of 'impartiality' and 'non-partisanship',

most newspapers across America
were
'partisan',
written with a specific
'bias'

to appeal to specific audiences just as many newspapers, radio stations, cable television channels, and social media platforms today.

Like Pulitzer's *New York World*, Hearst's *New York Journal* readers were mostly affiliated with New York City's Democrat Party Tammany Hall and the increasing **German, Jewish, and Irish immigrants** they courted. These immigrants were flocking to New York City for work in the city's factories often under dangerous working conditions and low pay. William Randolph Hearst's style of sensational



Richard Outcault's *Yellow Kid* cartoon character appeared first in Pulitzer's *New York World* before Outcault was hired by William Randolph Hearst for the *New York Journal*. *The Yellow Kid* character was given the name of *Mickey Dugan* in the comic strip, *Hogan's Alley*. *The Yellow Kid* represented the **stereotypical, poor, Irish immigrant youngster raised by poor, Irish immigrant families living in the slums of New York City**. The kid had a bald head suggesting his head was shaved to rid him of lice, a common affliction among children in New York's tenement ghettos of the late 1800s and early 1900s. His yellow nightshirt, probably the type of *hand-me-down* clothes most kids were given after being first worn by older siblings or cousins. In a 1902 interview, cartoonist Outcault said "I always loved this Kid. He had a sweet character and a sunny disposition and was generous to a fault. Malice, envy or selfishness were not traits of his, and he never lost his temper." *The Yellow Kid* is also famous for its connection to the term "**yellow journalism**", i.e. a kind of journalism known for its sensational, often exaggerated and fabricated stories and cartoons published to simply increase readership and sell newspapers **NOT** for truthful, objective, and accurate reporting of the news.

journalism featured partisan cartoons, graphic illustrations, and a sensational writing style about crime, **catastrophes**, rumors, and political malfeasance to appeal to this urban, working class audience.



Pulitzer's *World* front page story about the infamously, tragic **Triangle Shirtwaist Factory fire** in the Greenwich Village neighborhood of Manhattan, New York City, on March 25, 1911; one of the deadliest manufacturing disasters in the history of the United States. The factory occupied the 8th, 9th, and 10th floors of a multi story building. The factory made women's blouses. It employed about 500 workers, mostly young Italian and Jewish immigrant women and girls between the ages of 14 and 23. The women worked nine hours a day on weekdays and seven hours on Saturdays. Most were paid for their 52 hours of weekly work between \$7 and \$12 a week, which is equivalent to \$191 to \$327 a week in 2018 currency, or \$3.67 to \$6.29 per hour. Because the doors to the stairway exits were locked, which was a common practice to prevent workers from taking unauthorized breaks and to reduce stealing, many of the women could not escape from the burning building and jumped from the high windows. 146 workers – 123 women and girls and 23 men died from the either the fire, smoke inhalation, or falling or jumping to their deaths.



62 people, mostly young immigrant women and girls working in the factory, **jumped to their deaths** from 10 story windows to escape the fire and smoke in the Triangle Shirtwaist Factory in 1911 in New York City.

Following Joseph Pulitzer's retirement in 1907 and then death from heart attack in 1911, Hearst turned his focus from the beating the *New York World* to buying newspapers in other American cities.

Hearst remained personally involved in national and New York State politics. One of his favorite targets was **President William McKinley**. In a *New York Journal* editorial, Hearst pushed the boundaries of acceptable journalism when his editor wrote a not so veiled threat to President McKinley - "*if bad institutions and bad men can be got rid of only by KILLING, then the KILLING must be done*". When President McKinley was assassinated on September 14, 1901,

**many Americans blamed Hearst
for
the President's murder.**

In a cowardly apology to lessen the blow to the circulation of his newspapers, Hearst later changed the name of the *New York Journal* to the *New York American*.

**Businessman
William Randolph Hearst
wanted to be
President of the United States.**

He began his quest for the Presidency by being the Democrat Party, **Tammany Hall approved, candidate** for United States Congress representing New York City's Eleventh district

in 1902. “*My interest is the average American citizen*” candidate Hearst clamored. He won the November election easily. He celebrated by hosing a huge fireworks display at **Madison Square Garden**. Tragically, a dozen spectators were killed and many more injured. Although he was not charged with a crime, he was roundly criticized. Hearst biographer David Nasaw, wrote “*the event highlighted one of the*

*persistent slurs
on **Hearst’s character**;
that is,
he refused to take responsibility
for his actions”*

In other words, Hearst suggested it was always someone else’s fault.

William Randolph Hearst had always been a *lady’s man*. After leaving Harvard, one friend described him in 1887 as “*tall, slender, good looking, very blond with a light complexion and a little golden mustache, wearing loud college ties, checkered suits, a broad brimmed soft hat*” and

the “*flabbiest handshake
of anyone*”;

i.e. soft and loose, one that leaves you wanting and wondering. William always had a “*mistress*”, an intimate girl friend, since his days at Harvard. And, in almost all cases, mother **Phoebe** did not approve and attempted to

bribe the girlfriend with money to leave her precious son.

In 1903, at the age of 40, **William Randolph Hearst** married a 21 year old dancer named **Millicent Wilson**. The couple immediately left America on an extended honeymoon in Europe despite William being a US Congressman. With the number of days the honeymooning couple were out of the United States combined with the frequent number of Congressional meetings Hearst never showed up to, many

observers started to **question** how
serious
**William Randolph Hearst’s
commitment
to being a
US Congressman.**



A Hearst family photo from the 1920's featuring William Randolph Hearst, his wife Millicent, and their 5 sons.

According to Hearst biographers Oliver Carlson and Ernest Sutherland Bates,

“no Congressman ever took his legislative duties more lightly than Congressman Hearst.

He rarely attended meetings and when he did, he rarely voted.”

And, yet, William Randolph Hearst was re-elected to Congress for a second term.

Hearst ran for the Democrat Party's nomination for the **Presidency of the United States** in 1904. In order to promote his Presidential candidacy beyond the west coast and east coast where he owned the area's most read newspapers, *The San Francisco Examiner* and *The New York Journal*, 'Willie', as Hearst was often called by his critics, needed a newspaper in Chicago, the most populated city in the middle of the country. But there was a problem doing this.

William Randof Hearst had no money. Despite publishing New York City's most read paper, the *Journal* was losing money.

Hearst was never concerned about profitability, i.e. making money. His priority was circulation, getting the most readers and promoting his brand. Hearst's extravagant spending covering

the **Spanish American War** in Cuba and the Philippines as well as his luxurious personal lifestyle of parties, girlfriends, and living in the best hotel residences, ensured his expenses were always greater than his revenues. There was also another major problem. When 'Willie' 's father, George, died in 1891, all George's wealth was passed on to his wife, William's mother, **Phoebe**, and nothing to William.

Because William was left out of his father's will, he had to repeatedly ask his mother for money.

Which she consistently did. She rarely said 'no' to her beloved 'Willie'. The first issue of *The Chicago American* hit Chicago's streets on July 4, 1899. His strategy for readership success was the same as it had been in New York. Hearst hired away the best reporters and cartoonists from Chicago's leading paper, *the Chicago Tribune*. The other Chicago challenge was getting **newsboys**, who had been selling the *Tribune* for years, to sell Hearst's new paper, the *American*, on the streets of Chicago. "Only with the help of the Anneneberg brothers, Moses and Max, who were hired away from *the Chicago Tribune*, and the small army of thugs (tough guys) they brought with them, was Hearst able to get his newspaper to new readers" writes biographer Nasaw.

The first delegates to the 1904 Democratic Convention were chosen in **Rhode Island**. Hearst won 6 of the 8 seats. Newspapers

throughout the country sounded the alarm about Hearst being unfit for the Presidency. His **critics published vicious editorials and salacious rumors about his private life.** Throughout it all,

Hearst seemed oblivious to the attacks and fought on.

No criticism was louder than Adolf Ochs' *New York Times*. In their lead editorial on March 4th, *"the work Hearst and his organization are doing and the money they are spending will havean evil effect on politics and the Democratic party. Presidential nominee Hearst represents agitation, nothing more.*

Mr Hearst stands for nothing but arraying class against class in the United States."

Hearst did not acknowledge the *Times* editorial attack. But, he did order his illustrators to draw a cartoon with **anti-Semitic** images portraying the *New York Times* Jewish owner, **Adolf Ochs**, in the worst possible way. It became personal for Hearst. Hearst's **anti-Semitic** attacks on Ochs contradicted **his long standing support of Jews**. Hearst helped Jews when he sent his reporters to Russia to report on the Russian government's brutal massacre of Jews in Kishinev. Hearst even raised money to aid Jewish victims of the Russian pogroms.

Hearst's Presidential, political platform was much different from the other Democrat

Party candidate, **Alton Parker**, he was competing against for the Democrat Party nomination. The Hearst platform was also dramatically different from the **Republican** Party candidate, **Theodore Roosevelt**. Both Parker and Roosevelt were supported by big business. Hearst supported factory workers, their labor unions, and the city's Irish, German, and Russian-Jewish immigrants who worked in the city factories. Hearst wanted direct election of the nation's senators, an 8 hour work day for factory workers, and improving public schools. Hearst ultimately did not get the 1904 Democrat Party nomination. **Alton B. Parker**, the conservative, New York Supreme Court judge, was the recipient. Parker was then trounced in the 1904 Presidential Election by **Theodore, "Teddy" Roosevelt**.

Disgusted and angered by the frequent betrayals of the Democrat Party and the City's Tammany Hall Democratic Party machine, Hearst decided to run, in 1905,

as a third party candidate for Mayor of New York City.

The Democrat Party candidate was **George McClellan**, seeking his second consecutive term as Mayor of New York City. The Republican candidate was **William M. Ivins** who had little chance of winning. William Randolph Hearst started a new political party for this election, the **Municipal Ownership League Party**. When Hearst could not find a candidate to represent his party in the city's **1905 Mayoral election**, he decided to run himself as the party's candidate. Hearst attacked Tammany Hall,

the Democrats, and Republicans. He claimed they all supported big business at the expense of working people. **Hearst** pledged to end the monopolies which controlled the **exclusive distribution of water, electricity, gas, ice, and transportation licenses in the city. The city's politicians gave these monopolies to 'trusts'** (groups of private, powerful businessmen). Because of their political support, the trust monopolies were **able to charge the city's citizens excessive rates for these basic services.** Hearst argued that citizens would pay less for these services if the city ran these services rather than the privately owned **'trusts.'** The Democrat Party and the city's **'other'** newspapers ruthlessly attacked Hearst accusing him of every crime imaginable, even the assassination of President McKinley. The **Socialist Party** was also concerned about the increasing influence Hearst was having on working people and the city's immigrants. The Socialists professed Hearst was just another crooked, capitalist, businessman trying to take advantage of workers and immigrants. Hearst's opponents tactics didn't work.

Because Republican candidate Ivins had little chance of winning the Mayoral election, Hearst's enemies feared a three candidate election would split the vote and make it possible for Hearst to win. Even

**Adolf Ochs' professed 'impartial'
New York Times
asked their Republican readers
to vote for the Democrat,
George B McClellan**



rather than the Republican candidate Ivins just to assure Hearst's defeat. *"All over the city, there were instances of voter fraud, of poll watchers being chased away, of delays in reporting returns, of unopened and uncounted ballot boxes disappearing or being delivered to wrong addresses or mysteriously turning up in a barber shop or in the East River"* writes biographer David Nasaw. *"Hearst won the popular vote"* writes Seymour Morris Jr in his book **"Fit for the Presidency?"** *"The Democrats engaged in a massive campaign to turn away from the election polls the lower middle class, trade union voters who supported Hearst and stuffed the ballot boxes with **fictitious** votes by 'floaters' and 'repeaters.' These extra votes turned a sure Hearst victory into a last minute loss, exactly what happened to Samuel Tilden in America's Presidential Election of 1876."*

***"There were few doubts
that Democrat controlled
Tammany Hall
stole the election"***

author Nasaw concludes. *"The day after the election, the*

***'impartial' New York Times
congratulated the city's voters
for defeating Hearst***

writing *'the city's voters have spared New York*

the humiliation, and dangers of Hearst's four years of management by a peculiarly reckless, unschooled, and unsteady group....."

Hearst ran for **Governor** in 1906 and **Mayor** of New York City again in 1909. Hearst **lost both**.

In a letter to his mother, **Phoebe**, Hearst shared his growing frustration about the ideals of democracy and American government.

“Corporations control the Democratic Party machines as much as they do the Republican Party machines”
he wrote Phoebe.

In other words, elections are fixed. The government is corrupt. Large companies and their lobbyists run the country through the politicians they buy. To prove his case,

Hearst produced letters and documents revealing bribes paid to U. S. Senators to influence elections, appointments, and legislation by the acting President of John D. Rockefeller's oil company, Standard Oil.

President Theodore Roosevelt said to his powerful political friend, **Henry Cabot Lodge** of Massachusetts, *“Hearst has tremendous popularity among the ignorant and unthinking*

people”, an obvious reference to Hearst's widespread support among laborers and immigrants. *“I am horrified as to Hearst's strength on the city's East Side among laborers, factory workers, and even farmers. This is a very serious proposition... Hearst preaches the gospel of envy, hatred, and unrest.....He is the most potent single influence for evil we have in our life”* Theodore Roosevelt continued.

Hearst's problem was his inability to get enough votes to win the Presidency. His continuous attacks on the integrity and honesty of politicians on the front pages of his newspapers in America's leading cities reinforced factory worker and city immigrant **perceptions** that the *“political system in America was so corrupt it didn't matter who was elected.”* As a result, **fewer people voted**. *“In 1896, 79% of the electorate voted; by 1908, that number dropped to 65% and by 1912, the percentage would decline to 59%”* according biographer Nasaw.

It became quite obvious to Hearst that his electability to public office was more fantasy than fact so he turned his attention to building his media empire. Hearst launched newspapers in Boston, Los Angeles, Chicago, Detroit, Atlanta, Washington, and Seattle. He also added magazines to his newspaper empire with *Good Housekeeping*, *Cosmopolitan*, and *Harpers Bazaar*. He also created an animation studio, the **International Film Service**, that took advantage of the popular cartoons he featured in his newspapers as well as a movie studio, **Cosmopolitan Studios**.

Twenty-Eight HEARST NEWSPAPERS

Read by more than 20,000,000 people
in 18 Key Cities of the United States...

*What a Market for Automobiles /
and Automobile Accessories !*

New York American	Chicago Herald and Examiner	San Francisco Examiner
New York Evening Journal	Chicago American	San Francisco Call-Bulletin
Albany Times-Union	Washington, D. C., Herald	Oakland Post-Enquirer
Rochester Journal	Washington, D. C., Times	Los Angeles Examiner
Rochester Sunday American	Boston American	Los Angeles Herald
Syracuse Journal	Boston Sunday Advertiser	Wisconsin News
Syracuse Sunday American	Detroit Times	Seattle Post-Intelligencer
Atlanta Georgian	Baltimore News	San Antonio Light
Atlanta Sunday American	Baltimore Sunday American	Pittsburgh Sun-Telegraph
	Omaha Bee-News	

By 1913, the **Hearst media empire**
was **finally making money!**

He owned and operated a number of “*extremely profitable publishing properties*” with his urban newspapers, popular magazines, and film studios writes biographer Nasaw in his Hearst biography “*The Chief*”. Hearst was still in debt but it became easier to borrow on his own rather than asking his mother, Phoebe, all the time for the money.

When **Phoebe died of ‘influenza’ during the Spanish Flu Pandemic in 1919** at the age of 76, William **inherited** her estate valued at **\$10 million**. Furthermore, during the **Calvin Coolidge** Presidency (1923 -1928), Hearst’s favorite President, the **maximum income tax rate for individuals was reduced from 77% to 24%** and tax rates on capital gains were lowered too. All of this provided Hearst with

MORE
to borrow and spend:
MORE real estate,
MORE art,
MORE newspapers and
magazines,
and MORE parties.

Case in point - Hearst was leasing multiple floors at the **Clarendon** Apartment Building in New York City for his family to live, operate his business operations, and parties. When he asked the landlord to lease two additional floors and make extensive renovations on each, the landlord refused. So, William bought the entire apartment building from the owner for \$1 million. Hearst borrowed \$525,000 from the Mutual Life Insurance Company to close the deal.

William Randolph Hearst was
the ultimate
spendthrift!

It was during this time that Hearst’s extracurricular interests became a higher priority. While William Randolph Hearst always worked hard developing successful businesses, he also enjoyed the **nightlife** in New York City going to Broadway theatre and after hours activities with chorus girls, the rich and famous, and the paparazzi who reported on “*The Chief*”, as he was called by employees, exploits. Shortly after Hearst’s wife gave birth to twin boys in late 1915, he started calling on chorus girl **Marion Davies**.

Despite his marriage to Millicent,
the 52 year old Hearst
and
the 18 year old Davies
were dating,



Marion Davies.

often seen late night at numerous clubs, events, and parties at Hearst's hotel suite near the New York City Broadway theatres. Marion was an aspiring actress. Hearst soon ordered his photographers and reporters to give Marion extensive publicity in his newspapers.

In 1919, Hearst began building, what came to be known as, **The Hearst Castle** on 240,000 acres near **San Simeon, California**. The Hearst *Castle* would become a haven for celebrity parties. "Everyone wanted to be invited to ***The Ranch***", as Hearst called it," according to the



editors of Charles River publications. Guests to *The Ranch* included famous Hollywood actors of that time like **Clarke Gable**, **Cary Grant**, and **Charlie Chaplin** as well as politicians **Winston Churchill**, the future English Prime Minister, American President **Calvin Coolidge**, and future American President, **Franklin Delano Roosevelt**. Despite being

a naturally shy person,
Hearst was **insatiably curious**.
There was no better place to
meet and converse
with **people**
he found interesting
than the Hearst Castle.



1938 photo featuring a costume party hosted by William Randolph Hearst at The Castle. left to right - one of Hollywood's most famous actors, **Clark Gable**, actress **Carole Lombard**, producer **Mervyn LeRoy** (standing) and **William Randof Hearst** (seated, far right).

*“During the 1920s and 1930s,
Hearst and Davies hosted
one **decadent weekend party**
after another”*

added Charles River Editors.

Tiring of her husbands ongoing infidelity,

Millicent separated from **William**
in the mid-1920s;
she stayed in New York
raising her 5 sons
and
being an active **philanthropist**

while Hearst spent more time running his media empire and partying at the Hearst Castle in California. Millicent did not legally divorce Hearst; the couple remained legally married until Hearst's death in 1951. It's interesting to note eleven weeks after William Randolph Hearst's death, **Marion Davies** married again.

Although no longer holding public office, Hearst continually criticized politicians in his newspapers. **President William McKinley** was “*weak and vacillating*” while **Mark Hanna**, a wealthy American businessman and Republican Party boss, was “*smug, fat, and monied*”. Hearst called **Theodore “Teddy” Roosevelt** a “*charlatan*”, a liar! **New York Senator Chauncey Depew** was a “*sleek, self satisfied, American Opportunist in Politics and Plunder*.” Hearst's opinions, slurs, innuendo,

and attacks had an audience like no one else in America. Like the number of **followers**

Rihanna and Cristiano Renaldo
have on social media
in the 21st century,
no one had more followers
in the early 1900s
than
William Randolph Hearst
through his extensive network of
newspapers, magazines and
newsreel videos
throughout America.

With his seemingly **ubiquitous** platform, Hearst continued to share his life and opinions with the nation. “*By 1930, Hearst owned 26 daily newspapers in 18 American cities. His Sunday papers, which most readers kept to browse all week, accounted for more than 20% of the total NATIONAL circulation. And there's no way to determine how many Americans watched his newsreels or listened to the radio programs or stations sponsored by his newspapers*” writes biographer Nasaw. In other words, almost all Americans were aware of William Randolph Hearst. From his critiques of President Woodrow Wilson's handling of World War I and the peace treaty he brokered in Paris to inviting Adolf Ochs *New York Times* reporters for a tour of

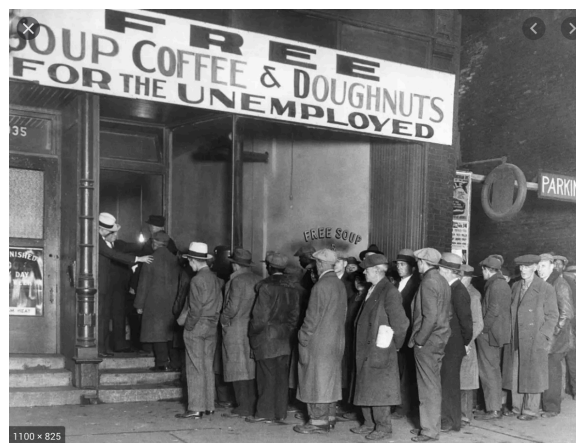
his zoo
at the Hearst Castle

with its potpourri of animals
- lions, tigers, and bears; lamas,
kangaroos, wallaby, and reindeer;

even the moss he imported from Iceland so his reindeer could eat the food of its native habitat, everyone knew about the lifestyle and opinions of “*The Chief*”.

One of Hearst’s primary focuses remained promoting the acting career of his mistress, **Marion Davies**. In 1925, Hearst merged his movie studio, Cosmopolitan Productions, with Metro-Goldwyn. Hearst was convinced Ms Davies was a legitimate, **SILENT movie** star when only SILENT films were produced. When the film industry launched “**TALKING**” **movies** around 1928, Hearst responded by helping Ms Davis make the **transition** from SILENT to TALKING movie star.

Hearst’s world was shaken when the **Stock Market crashed in October of 1929**. It created a deep, economic depression extending into the 1930s forcing company bankruptcies and raising unemployment, the jobless rate, skyrocketing to 23%! Hearst, like President Coolidge, had anticipated a **RECESSION** a few years earlier because corporate ‘**stocks**’, i.e. a share of the ownership of a company bought and sold on an authorized Stock Market, were highly inflated or **overvalued**. Like most recessions, company revenues and profits decreased while unemployment increased. Most American recessions in American history had been short lived. What **Hearst, Coolidge**, and then Secretary of the Treasury, **Andrew**



Mellow, did not expect was the prolonged, decade long,

ECONOMIC DEPRESSION
that extended into the late 1930s.

Hearst media
advertising **revenue**
and
company **profits**
decreased significantly,

by 15% in 1930 and 24% in 1931. Hearst’s financial advisors realized he was **accumulating** millions of dollars of **debt** and was having grave

difficulty paying his bills.

But Hearst continued to live and operate *'business as usual'*. Throughout the first year of **the Depression**, Hearst refrained from criticizing **President Herbert Hoover** but he did offer his own plan to fix the American economy. Hearst strongly suggested President Hoover *"spend \$5 million to create public works jobs, building dams, highways, and schools, for those Americans who have lost their jobs,"* and be paid at a *living wage*. Instead, Hoover raised taxes, initiated tariffs on foreign made products, and forgave loans America had given to European countries during World War I. *"Instead of spending money to give unemployed Americans work, our President is giving money European countries and bankers by forgiving the money America loaned them to win their war"* Hearst **railed**.

In 1932, Hearst took great pride helping **Franklin Delano Roosevelt (FDR)** win the Democrat Party Presidential nomination and, soon after, the American Presidency. Hearst initially supported the Speaker of the House of Representatives, **John N. Garner**, from Texas for the Democrat Party Presidential nomination. When Democrats were deadlocked at their Convention in Chicago, Roosevelt campaigners reached out to Hearst for help. Hearst soon encouraged all Garner delegate supporters to shift their votes to Roosevelt enabling FDR to win the party's nomination for President.

"The Chief, Hearst, took full credit for Franklin Roosevelt's 1932 Presidential nomination"

writes biographer Nasaw. And, Roosevelt acknowledged and thanked Hearst for his timely support. Roosevelt easily beat President Hoover in the Presidential Election of 1932. FDR eventually embraced many of Hearst's economic recovery ideas for the Roosevelt **'NEW DEAL'** to end the **Great Depression**.

Hearst continued to drive his newspaper managers hard demanding stories his readers would respond to. Always on the lookout for sensational stories, Hearst paid Italian Premier, future Fascist Dictator, and **Adolf Hitler ally, Benito Mussolini**, a fee to write a weekly story in Hearst's Sunday newspapers from the late 1920s to the mid 1930s. Hearst had similar arrangements with Hitler as well as future English Prime Minister, **Winston Churchill**. In September of

1934, Hearst interviewed Adolf Hitler in Germany.

'The Chief's business relationships with Hitler and Mussolini caused many to believe Hearst was anti-Semitic. A 2009 article in the Jewish News of Norther California stated anti-Semitism claims against Hearst are misguided. In fact,

Hearst was doing more to help Jews than President Roosevelt.

"When news of the mass murder of Europe's Jews began reaching the United States in 1941-1942,

the Hearst newspapers gave the story prominent coverage... In 1943, Hearst was an honorary chairman of the Emergency Conference to Save the Jewish People of Europe, which was organized by the activist Bergson Group to demonstrate that rescue was possible in contrast to the Roosevelt administration's claim that the only way to rescue the Jews was to win the war...

Jewish leader, Peter Bergson, said

***“We were delighted
that we got Hearst to say
‘Save the Jews.’”***

Hearst's 34 newspaper publicity on the Jewish immigration issues forced Congress to act and brought to the nation's attention the Roosevelt administration's opposition to immediate Jewish rescue action. *“By early 1944, the combined pressure from Congress and the Bergson Group*

***convinced FDR
to establish
the War Refugee Board,
a government agency
devoted to rescuing Jews
from Hitler.***

During the last 15 months of the war, this Board played a major role in the rescue of an estimated 200,000 Jews” from Hitler's holocaust death camps and ovens.

Hearst became a fierce critic of President Roosevelt and many of policies.

Hearst's fiery newspaper headlines claimed Roosevelt was a **Communist** sympathizer protecting college professors teaching left wing, Communist ideology on college campuses. Roosevelt infuriated Hearst when he announced *“46 Americans making over \$1,000,000 (million) a year would be taxed at a higher rate to limit them from making more than \$1,000,000 a year to save America's capitalist system”*. William Randolph Hearst was obviously one of the 46!! Hearst was also upset by Roosevelt's new labor laws which favored labor unions rights over the rights of business owners like himself. The public now perceived Hearst had clearly changed his politics from pro-worker, pro-union, and anti-trust to pro-business; i.e. the working class people who had been reading Hearst newspapers no longer had his support. This perception had a disastrous effect on Hearst newspaper circulation, readership, and advertising revenue. Hearst was descending into deeper financial trouble.

Joseph Pulitzer was also feeling the impact of the Great Depression. Pulitzer decided to sell his newspapers, specifically, the morning, afternoon, and Sunday *New York World*. Hearst refused to sell any of his newspapers.



Joseph Pulitzer, the Hungarian born Jewish immigrant who became a successful and wealthy newspaper owner of the *New York World*, used his wealth and fame to establish "*The Pulitzer Prize*".

Despite Hearst's grave financial problems, he tried to buy Joseph Pulitzer's newspapers!!!!

Even Hearst's **controller** could not force Hearst to stop his outrageous **proclivity** to spend. "*Hearst's spending and entertaining became more frantic, more spectacular as the Depression worsened*" according to biographer Nasaw.

By the 1936, Hearst's finances were a disaster.

William Randolph Hearst couldn't pay his bills.

Despite all of this, Hearst couldn't stop spending while the advertising revenue from his newspapers continued to worsen. When he couldn't pay his mortgage on his beloved San Simeon *Castle* and banks refused to lend him any more money, **Judge Clarence Shearn** was charged with overseeing his personal finances and the operations of Hearst Media companies. Shearn immediately cut Hearst's salary. He also told Hearst if he wished to continue living at San Simeon he would have to pay rent and pay for the maintenance of the property and his living expenses. Banks like **Chase Manhattan** and all the other people he owed money to were "*now in charge*". Hearst let go most of his household staff and sold his zoo animals to the city zoo of Los Angeles. The all night, lavish parties ended as well as the ongoing construction on his San Simeon property. To avoid outright bankruptcy, he accepted a loan from mistress, **Marion Davies**, who sold all her jewelry and her ownership in various companies (**stocks**) and **bonds** (like a stock but its purchase is for an agreed upon *period of time* and an *agreed upon value collected at the end of the term*) to raise money for Hearst. Davies was also able to convince *Washington Herald* newspaper owner, Cissy Patterson, to lend Hearst another \$1 million. As the American economy worsened in the 1930s, more companies and banks closed, and more people lost their jobs.

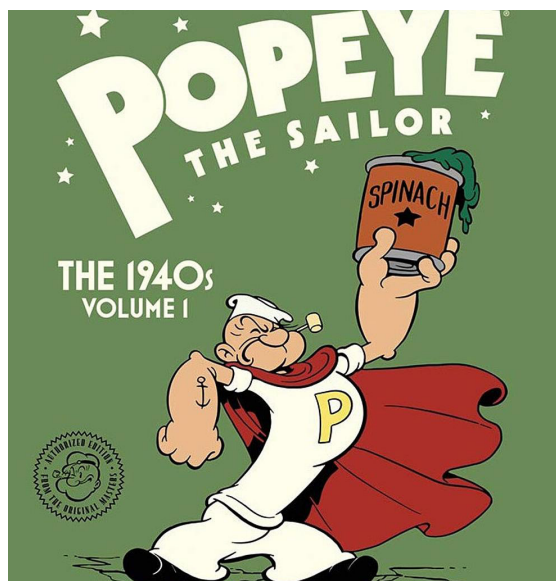
It was World War II, which William Randolph Hearst had so adamantly tried to prevent, that **resuscitated** the Hearst Media empire in the

1940s.

As World War II unfolded, Hearst newspaper circulation increased and advertising revenues with it.

Because of Hearst's **diversification** in other media like newsreels, film, and radio, Hearst began

reaping the financial rewards from a new revenue stream with the licensing of its comic characters, especially Popeye and Blondie,



for radio, animated cartoons, ten-cent children's books, and novelty items like pencil sharpeners, soap figures, and glow lamps. And,

as revenues increased, Hearst was able to buy back a large portion of Hearst media **stock** as well as **reimburse** Chase National Bank and other creditors for the money he borrowed.

Hearst was also able to resume his spending ways collecting, building, and buying, **albeit** on a reduced scale. He also threw himself into philanthropy by donating a great many of his treasured collections to the Los Angeles County Museum of Art.

By

1945, Hearst's empire, although much smaller, was back!

17 daily newspapers.

Four radio stations.

9 American magazines.

A news service.

And a Sunday supplement.

But, while the Hearst business empire was **re-invigorated**, the

87 year old William Randolph Hearst's health was deteriorating.

An irregular heart beat, a mild heart attack, and pneumonia, slowly diminished Hearst's quality of life.

**On August 14th, 1951, at 9:30 am,
William Randolph Hearst
died.**



San Francisco Examiner photograph of the Hearst funeral.

**Part of the Hearst legacy is
'fake news'.**

Martin Lee and Norman Solomon co-wrote about this claim in their 1990 review of the news media, "*Unreliable Sources*". The authors cite numerous of embellished stories, fake interviews, partisan rumors, and manipulated events found on the pages of Hearst's newspapers. **Rather than the 'objective' reporting of the news**, Hearst and media executives like him focus on **increasing circulation or viewership**, corporate **profits**, and promoting the **influence of their brand**.

William Randolph Hearst Jr was the second son of founder William Randolph Hearst. He became editor-in-chief of Hearst Newspapers in 1951.

**William Randolph Hearst Jr,
won a Pulitzer Prize**

for his compelling interview with Soviet Union (Russia) premier, **Nikita Khrushchev** in 1955.

Hearst's long time girlfriend and Hollywood movie star, **Marion Davies**, died in 1961 at the age of 64.

Hearst's wife, **Millicent Hearst**, died in 1974 at the age of 92.

Today, the *Hearst Communications* company, often referred to simply as *Hearst*, is an international multi-media and business information company based in the *Hearst Tower*



Hearst Tower

in Midtown Manhattan, New York City. *Hearst* today owns newspapers, magazines, television channels, and television stations. It owns part of *ESPN* and the *A & E* network. In 2019,

***Hearst* revenues were
\$11.4 BILLION.**

Madam C.J. Walker



"I had little or no opportunity when I started out in life, having been left an orphan and being without mother or father since I was seven years of age" Madam C J Walker

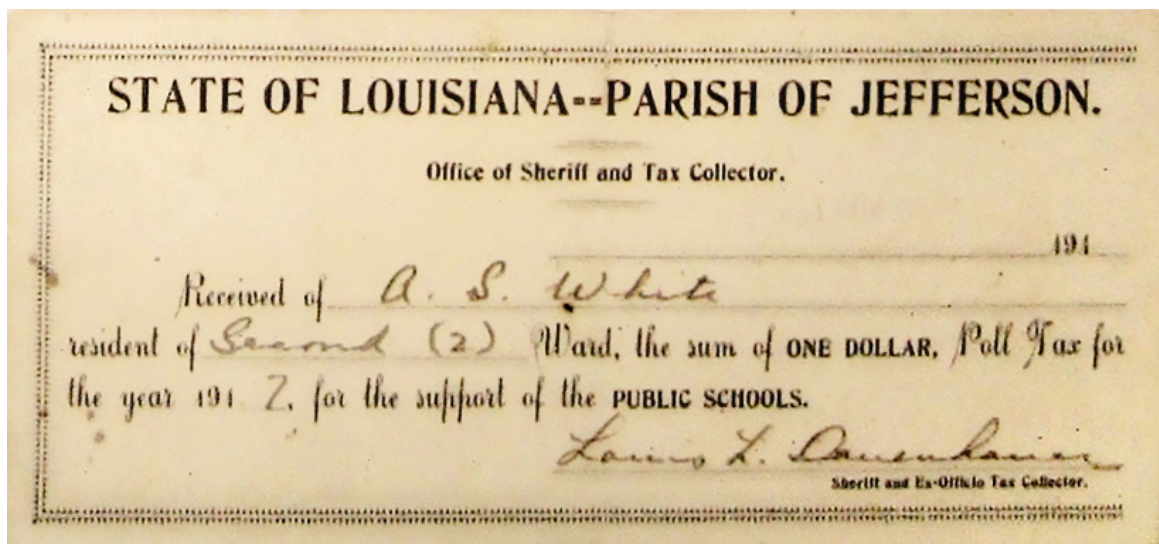
**Madam CJ Walker's
personal story is truly
'amazing'.**

Some might say “*inspirational*” and others would add “*empowering*”. I would say “*all of the above*”.

What makes Madam CJ Walker's success even more impressive is **the historical context in which she did it**. Here's a short list of some of the circumstances black Americans routinely encountered throughout the 19th century and into the 20th as cited in Michael A. Bellesiles's book, “1877”:

Federal troops were stationed throughout the southern states of America, the former Confederacy, to protect and ensure the civil rights of former slaves and free black Americans following the Civil War. Most blacks voted for Republican politicians. The Democratic Party was firmly identified as the party of Southern

*white racists. In Georgia, blacks were required to vote at separate ballot boxes and to produce proof they had paid their taxes; white people did not have to offer proof. Election officials turned away half the blacks but not a single white person. **Literacy tests** required citizens to pass a reading and writing test before being allowed to vote which prevented many African Americans, immigrants, and poor whites without the benefit of an education from voting. Many states also required citizens to pay a **poll tax** before being able to vote. Democrat controlled states like Florida, Alabama, Tennessee, Arkansas, Louisiana, Mississippi, Georgia (1877), North and South Carolina, Virginia (until 1882 and again from 1902 with its new constitution), and Texas (1902) established poll taxes to prevent poor people, especially disenfranchised blacks, from voting. The **Ku Klux Klan** went on rampages of terror aimed at keeping Republicans, black and white people, from voting. In 1876, only black people in Charleston, South Carolina celebrated the 100th anniversary of American Independence.*

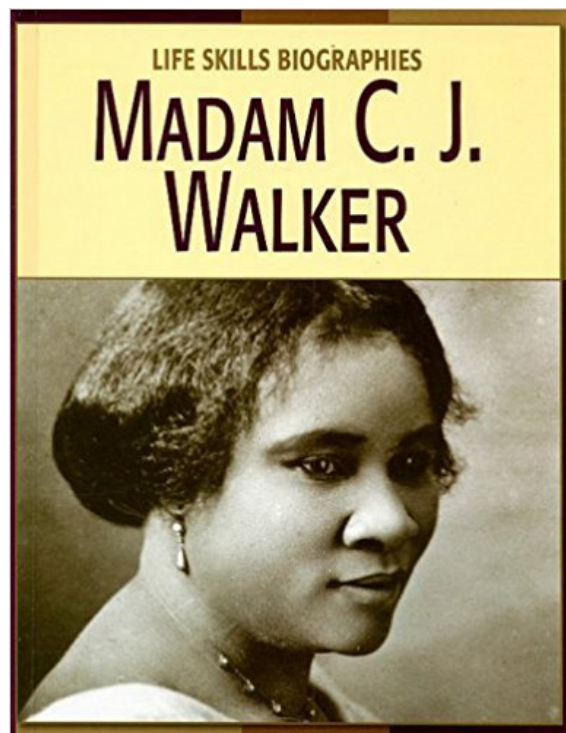


Receipt for payment of poll tax, Jefferson Parish, Louisiana, 1917 (equivalent to \$20 in 2019)

*Many white Charlestonians refused to do so. In 1877, a white woman in Alabama named Julia Green was jailed for two years for marrying a black man. Abe Young was shot by white men for saying he was voting for a Republican. And, Ben Gardiner was badly beaten by white men for refusing to work another year on Mr Gamble's planation. And, then the case of early 20th century President of the United States, **Woodrow Wilson** (1914 - 1920). Democrat Wilson, the first southern born President since the Civil War, approved "race based segregation of black civil servants working in government departments excluding black employees from using cafeterias and rest rooms in the Post Office, Department of Navy, and the Department of Treasury. And, the number of African American federal appointees dwindled from 31 to only 8 during Wilson's first term as President" writes Madame Walker biographer and great, great granddaughter, A'Lelia Bundles. There were few objections in the US Congress of these policies both from Democrats and Republicans. Black Americans concluded their only hope for success was to leave the south for cities in the North. So began the **Great Migration** of 6 million African Americans from the **Jim Crow** culture of the southern to America's urban centers in the northern states into the 1960s. Blacks left the south because of racial segregation and discrimination in the southern states and better opportunities for more and better paying jobs in the North.*

It was during this period of history that

**a black woman
with grit, creativity, and intelligence
who continually
pushed out of her comfort zone,**



**promoted her brand,
and
networked with successful people
became
one of the richest women
in America!!!!**

She was born 'Sarah Breedlove' in 1867 in post Civil War Louisiana. Following Abraham Lincoln's assassination in 1865, Congress overrode the veto of President Democrat Andrew Johnson, a Southern slave owner of Congress's "**Reconstruction**" legislation aimed at liberating black Americans from the discriminatory, racist laws of the former Confederate states (Virginia, North Carolina, South Carolina, Georgia, Louisiana, Alabama, Texas, Arkansas, Tennessee, and Florida.) **Reconstruction** focused on giving blacks freedom to live without fear, to vote, own

property, and the opportunity of education and lifetime success. Unfortunately, this was not to be lasting. In the United States Presidential of

Election of 1876,
Republican and Democrat
POLITICIANS
orchestrated a dirty deal
that terminated
the freedom
envisioned by Lincoln
and
so briefly enjoyed
during Reconstruction
by black America.

Democrats and Republicans agreed to **fix the 1876 Presidential Election** so that Republican **Rutherford B. Hayes** would win the Presidency of the United States while Democrats took back control of the former Confederate states to redeem what they had lost in the Civil War.

*“The slave went free
 for a brief moment in the sun;
 then moved back again
 toward slavery”;*

wrote **W. E. B. Du Bois**. The black community in the South was brought back to the repressive and too often violent control of the Southern Democrats who had lost everything during post Civil War **“Reconstruction”**. White Democrats in the South were committed to reestablishing their control in Southern states. Republicans succeeded in maintaining



photo of Broad St in Charleston, South Carolina in 1865. Most urban areas, i.e. cities, were destroyed in the conflict of the Civil War. More than 40% of all livestock, horses, cows, pigs, etc were lost during the war. As importantly, the South's transportation infrastructure i.e. railroads, steamboats, ports, etc, were also destroyed in the war. Finally, 25% of all white, military age men, were killed during the war. Southern states were essentially devastated during the War.

some power in parts of the Upper South like Tennessee; but, in the Deep South, there was a return to Jim Crow, KKK violence, and the unleashed racism of Democrat political leaders. In the aftermath of the **Compromise of 1877**, as the *'fixed'* Election of 1876 was later called, Southern Democrats held the South's black community under repressive control. Politically, blacks gradually lost political gains made during Reconstruction in elected political offices, new businesses, and jobs. Socially, the situation was worse. It became illegal to be jobless, or to leave a job before a required contract expired. Economically, blacks were stripped of the freedom granted in Emancipation as new Democrat laws gave white planters control over loans from banks and, consequently, property ownership. Effectively, the black community went back to the days of slavery before the Civil War.

Historian Michael A. Bellesiles writes in his authoritative book '1877, "white America allowed this wholesale violation of the most basic freedoms because they no longer cared about racial equality or the fate of the freed men"....."

This is the era Sarah Breedlove grew up in. By the time she was 5 years old, her mother died from cholera. One year later, her father died as well. She was an orphan at age 7 and later moved in with a sister in Mississippi at 10 years old. She began working as a **domestic maid**. At 14 years old, she married Moses McWilliams to escape abuse from her brother-in-law, Jesse Powell. Sarah and Moses had one daughter, A'Levia, also called Leila. She was born on June 6, 1885. When Moses died in 1887, Sarah was twenty and A'Levia was two.

In 1889, Sarah and her daughter Levia headed north to join her Breedlove brothers living in St Louis, Missouri. She took a job as a **maid** doing laundry to support herself and her daughter earning \$4 to \$12 over a 6 day work week!! On Sundays, Sarah found strength in Church services. She was

inspired by many of the successful black women in her Church congregation.

Sarah realized the importance of education as a way of fulfilling her dreams for her daughter, Levia. Levia attended a relatively good public elementary school in St Louis attend by the black children of a doctor, a journalist, a music teacher, and railroad porter. "Although the schools were cramped and underfunded,

the proportion of black students enrolled in St Louis, Missouri public schools exceeded that of white students during the last 20 years of the nineteenth century (1800s)"

writes **A'Levia Bundles** in her Madam C.J Walker biography, "*On Her Own Ground*".

On August 11, 1894, Sarah married John Davis which she soon regretted. Friend Jennie Gully Lias said "Davis was addicted to drinking; he would strike, beat, and maltreat Sarah" Ms Bundles writes.

Sarah continued to worry about her daughter's development. After working long hours and saving as much of her earnings as possible, Sarah enrolled Levia in a school in Knoxville, Tennessee studying high school and college courses in 1902.

In November of 1903, husband Davis claimed the 36 year old Sarah had deserted him as she started seeing a man named **Charles Joseph (CJ) Walker**. Walker worked as a salesman for one of St Louis's black newspapers, **The Clarion**. Sarah believed she found a responsible man she could build a future for herself and her daughter.

One of the

influential people Sarah brought into her network was Jessie Batts Robinson, a school teacher and

**respected member of her church
Jessie became
Sarah's lifelong mentor.**

Despite coming from much different backgrounds, Jessie opened her home to Sarah and Lelia, "*exposing them to a world of culture, etiquette, and letters*" write biographer Bundles.

Sarah also committed to her own education. She started attending night school, studying bookkeeping (accounting), reading, arithmetic, and geography. In the process,

**Sarah was building self esteem,
gaining
confidence.**

Her next step was improving her physical appearance especially her hair. Sarah had always been self conscious of her hair and usually wore a head wrap to cover it. "*I tried everything recommended to me without any result*" Sarah claimed. "*Her experimentation*" writes biographer Bundles "*would lead to a solution not just for her hair but for her life*".

Around 1905, Sarah got a part time, commission based job selling beauty products for Annie Malone, an African-American, hair-care entrepreneur, millionaire, and owner of the Poro Company while also continuing to do laundry. 'Commission sales' means you are only paid for what you sell; i.e. the more you sell, the more money you make. The less you sell, the less money you earn. While working for Malone,

**Sarah began
pushing out of her comfort zone
experimenting with
different materials
to develop
her own hair and beauty
products.**

Sarah's beauty process and products helped a woman's hair grow faster, thicker, and softer. Her system included her special shampoo which helped hair grow. Sarah also encouraged strenuous brushing and applying iron combs to hair. As a result, a women's hair went from dull and brittle to soft, shiny, and luxurious.

In July 1905, when she was 37 years old, Sarah and her daughter moved to Denver, Colorado, where she continued to sell products for

**Is Your Hair Short?
Breaking Off, Thin, or Falling Out?**

Have you Tetter, Eczema? Does your Scalp Itch? Have you more than a normal amount of Dandruff? If so, write for MME. C. J. WALKER'S WONDERFUL HAIR GROWER, which positively cures all Scalp Diseases, stops the Hair from Falling Out and starts it at once to Growing.

These remedies are manufactured only by

The Mme. C. J. Walker Mfg. Co.
640 N. West St., Indianapolis, Ind.

New York Office: 108 West 136th St. Phone 7883 Morn.

If in New York call at Our College for personal treatments and instructions in the care of the scalp and hair. All communications out of the vicinity of New York, address mail to Mme. C. J. Walker, 640 N. West St., Indianapolis, Ind.

A six weeks trial treatment sent to any address by mail for \$1.70. Make all Money Orders payable to Mme. C. J. Walker. Send stamp for reply.

AGENTS WANTED. Write for terms.

MADAM C. J. WALKER
President of the Madame C. J. Walker Mfg. Co. and the Lelia College, 640 North West Street, Indianapolis, Ind.

If in New York, call at the Lelia College, 108 W. 136th Street, for personal instructions for care of the scalp and hair; otherwise address all communications to Mme. C. J. Walker, 640 N. West St., Indianapolis, Ind.

Positively no goods shipped from the New York office.

Nov. 8-1905.

If you walk into a *Sephora* cosmetics store, there's a good chance you'll find a line of Madame C.J. Walker hair products in pastel squeeze bottles. They may seem like any other line of coconut and shea oils. The photo above is a reproduction of a 1915 newspaper ad for Madame Walker's beauty products.

Malone while also developing her own hair-care business. Annie Malone soon discovered Sarah's part time job and its impact on her own product line. Malone accused Sarah of stealing her special beauty formula; a mixture of petroleum jelly and sulfur that had been used by women for a hundred years.

Following her marriage to Charles Walker in 1906, Sarah changed her name.

Sarah Breedlove was now known as Madam C. J. Walker.



The photo above represents the packaging for Madam Walker's "Wonderful Hair Grower", the company's most popular beauty product.

She marketed herself as an independent hairdresser and the seller of her own line of cosmetic creams.

Her husband, CJ became her business partner, providing advice on advertising

and the promotion of her products and hair improvement services. Sarah sold her products door to door. **She also taught other black women looking for a new career path and extra income how to groom and style hair using her Madam CJ Walker beauty products.**

In 1906, Walker put her daughter in charge of the mail-order operation in Denver while she and her husband traveled throughout the southern and eastern United States to expand the business. In 1908, Walker and her husband relocated to Pittsburgh, Pennsylvania, where they opened a beauty parlor and established Lelia College to train "hair culturists." As an advocate of black women's economic independence, she opened training programs in the "Walker System" for a national network of licensed sales agents to earn an impressive, commission based income.

Madam Walker

continuously worked at building a network of successful people, both white and black.

She was especially interested in Booker T. Washington,

the founder of **Tuskegee Institute**, a college dedicated to the education of black Americans AND the **Negro Business League** which focused on promoting the interests of African-American businesses. Booker T Washington had an impressive network of America's most successful people. Washington's network included Standard Oil magnate **Henry**



1906 photo at Tuskegee Institute located in Tuskegee, Alabama. of **Booker T Washington** (front row seated 3rd from the left) next to **Andrew Carnegie** (in the white beard), entrepreneur and investor and one of the richest men in the world. Carnegie made his fortune in the steel industry, controlling the most extensive integrated iron and steel operations ever owned by an individual in the United States. Carnegie made numerous donations to Washington. His largest was \$600,000 in 1903.

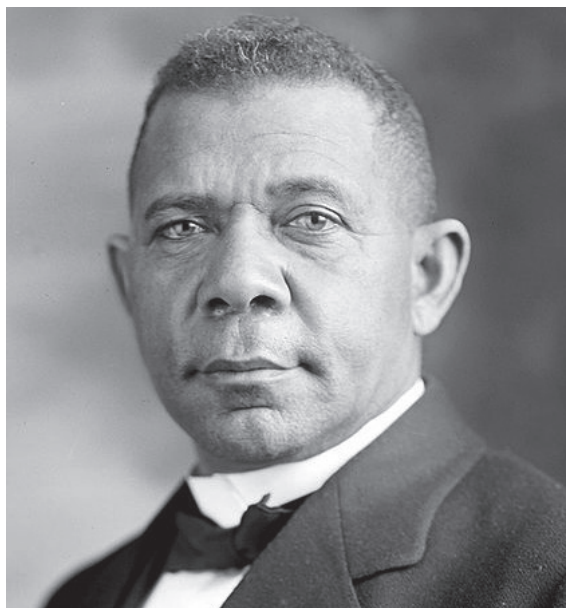
Huttleston Rogers; Sears, Roebuck and Company President **Julius Rosenwald**; **George Eastman**, inventor of roll film, founder of Eastman Kodak; American **President William Howard Taft**; Standard Oil's **John D. Rockefeller**, the richest man in modern history; business man **Robert Curtis Ogden**; and **William Henry Baldwin Jr**, President of the Long Island Railroad. Washington's largest benefactor was arguably **Andrew Carnegie**, one of the richest men in America, who donated \$600,000 to Washington's charities in 1903. Booker T. Washington knew the most influential people in the United States.

Washington repeatedly avoided Walker's attempts to network. Madam Walker, however, was not deterred;

she strategically and always respectfully continued her quest to gain Washington's respect and bring him into her network. In July of 1913 in Philadelphia at the **14th annual National Negro Business League Convention**, Booker T Washington finally took notice. Washington apparently had an epiphany when realizing the value of Madam CJ Walker's brand in his network. "*Washington must have begun to realize the symbolic and inspirational value of having a former washerwoman turned successful business women and philanthropist support his school, Tuskegee Institute*" writes biographer A'Lelia Bundles. Washington had Madam Walker escorted to the convention stage and presented her to the convention audience. "*I now take pleasure in introducing one of the most progressive and successful business women of our race, Madam CJ Walker*". Walker **confidently** approached the stage in front of the many convention attendees. She



Madam CJ Walker



Booker T Washington

declared *"I said in Chicago last year my income per month was \$1,500 and I promised to double that number in one year. Well, I have!"* Biographer Bundles states Madam Walker's monthly income more than doubled to \$3,000 a month, for

**an annual income in 1913
of more than
\$36,000.**

**This would have been equivalent
to more than
\$800,000
in 2002.**

**Another important person
in Madam Walker's network was
Alice Kelly,**

**a well educated, multilingual
black woman from Alabama
who was proficient
in writing, grammar
and
organizational skills.**

**Kelly essentially became Madam Walker's
'Administrative Assistant'** proof reading her speeches and collaborating with Walker on networking strategy and tactics.

Madam Walker continued to **tell her inspiring story** at multiple events and **network** with successful, interesting people at different venues throughout the year. *"I had little to no opportunity when I started in life. I had to make my own living and my own opportunities. This is why*

*I want to say to
every Negro woman,
**don't sit down and
wait for opportunities to come.**
**You have to get up
and
make them happen!!** “*

Walker would often say “*the girls of our race must not be afraid to take hold of business and, by determined effort, wring success out of a number of opportunities you can create.*”

Madam Walker continued to expand her business into multiple geographic regions across America. She moved to Indianapolis in 1910, built a factory, a salon, and beauty school to train her sales agents, and added a laboratory to help with the research and development of new beauty products. Walker continued to hire smart, loyal people like **Freeman Ransom** and **Robert Lee Brokenburr** to join **Alice Kelly** and **Marjorie Joyner**, to grow her business. Many of her company's employees, including those in key management and staff positions, were women. She extended her corporate reach to Central America and the Caribbean



C. J. Walker Manufacturing Company, Indianapolis, Indiana, 1911.

islands of Jamaica, Haiti, and Cuba in 1913.

Throughout her international and national travels across America, Madam Walker realized her corporate headquarters would benefit from locating in a city with a larger population than Indianapolis.

**Indianapolis had become
too small.**

**New York City,
the island of Manhattan,
and specifically,
the neighborhood of
Harlem,
was the place
to be.**

Harlem had transformed itself from **farmlands in the 1870s to a popular suburb of Manhattan for successful, white business people by 1890.** When the subways extended to Harlem in the late 1890s, **Harlem's** farms turned into homes of Irish, Jews, and wealthy Germans and British. **Harlem** became an exclusive suburb for the white middle and upper middle classes with beautiful mansions, wide boulevards, and world-class venues like the **Polo Grounds** and the **Harlem Opera House.** When large numbers of European immigrants arrived in New York in the late 19th century, Harlem's white middle class began to leave, moving farther north away from the city. Combined with an **economic recession in 1907,** blacks took advantage of the cheaper home prices and began moving to Harlem. This recession also coincided with a growing



Map of New York City and its 5 Boroughs - Manhattan, Brooklyn, Queens, Bronx, and Staten Island. **HARLEM** is a section of Manhattan on the northern part of the island located just above Central Park on the map above.

anti-European immigrant

sentiment especially during World War I. Between 1870 and 1915, 25,000,000 western European immigrants, Italians, Germans, Jews, and Irish, had come to America's northern cities, especially New York City. That number decreased to only 100,000 during the World War I. When

**New York's 25,000 factories,
the largest manufacturing center
in the United States,**

didn't have enough European immigrants to hire, they hired blacks coming to New York from Mississippi, Alabama, South Carolina and other southern states of America to work in the increasing number of factories. Instead of

**only earning 40 cents a day
working on
a Southern plantation,
blacks could now earn
\$8 a day
working in
one
of New York's factories.**

The new found earning power of black Americans became the allurements for the mass movement of black Americans to New York City and especially **Harlem**. Some Harlem white homeowners tried to prevent the influx of blacks into Harlem. But by 1916, when Madam Walker purchased her property, there were more than 50,000 blacks living in Harlem. *"Blacks as a whole had better housing in Harlem*



1925 photo of three African-American women in Harlem during the **Harlem Renaissance** beginning around 1918 through the mid 1930s. The Harlem Renaissance was an **explosion of intellectual, social, and artistic activity centered in the Harlem section of Manhattan island in New York City**. At the time, it was known as the *"New Negro Movement"* Harlem was the destination for black migrants from all over America. Harlem became a center of culture and a growing black middle class neighborhood. While other American cities like Philadelphia, Chicago, and Detroit also attracted black Americans during this time, **Harlem became the most appealing urban area for black Americans.**

than in any other part of the country" according to a National Urban League report cited in Ms Bundles biography of Walker. Historian **Nathan Irvin Huggins** wrote by 1916, *"Harlem was the biggest, most elegant black community in the western World!"*

**Manhattan became the first city in
America
to have more than
1,000,000 people.**



photo of Ms Adelaide Hall and Bill 'Bojangles' Robinson in the popular musical comedy, *Brown Buddies* on Broadway, in 1930. The Harlem Renaissance brought a sense of pride among African-Americans like **Langston Hughes**, **Zora Neale Hurston**, and **Claude McKay**, and lesser-known poets **Anne Spencer** rose in prominence. Harlem gave blacks the courage "to express our individual dark-skinned selves without fear or shame" (*wikipedia*). "The Weary Blues" was a notable jazz poem written by Langston Hughes. Black authors were able to give a voice to the African-American identity, as well as strive for a community of support and acceptance. **Jazz** performers and composers at the time such as **Eubie Blake**, **Noble Sissle**, **Jelly Roll Morton**, **Luckey Roberts**, **James P. Johnson**, **Willie "The Lion" Smith**, **Fats Waller**, **Ethel Waters**, **Adelaide Hall**, **Florence Mills** and **bandleaders Duke Ellington**, **Louis Armstrong** and **Fletcher Henderson** were extremely talented, skillful, competitive and inspirational. They are still considered as having laid great parts of the foundations for future musicians of their genre. **Duke Ellington** gained popularity during the Harlem Renaissance. **During this period, the musical style of blacks was becoming more and more popular with whites.**



Apollo Theater is a music hall located at 253 West 125th Street between Adam Clayton Powell Jr. Boulevard (Seventh Avenue) and Frederick Douglass Boulevard (Eighth Avenue) in **Harlem**, Manhattan, New York City. The Apollo is a noted **venue for African-American performers**. The theater, which has a capacity of 1,506, opened in 1914 as a Burlesque Theater. It became the Apollo in 1934, **when it was opened to black patrons; it had only been to whites-beforehand**. In 1983, both the interior and exterior of the building were designated as New York City Landmarks, and the building was added to the **National Register of Historic Places**. The Apollo presented acts such as **Louis Armstrong**, **Bill "Bojangles" Robinson** and **Bessie Smith** and **Eddie Green**. During the **Swing Era** of the 1930s and 1940s, bands led by **Duke Ellington**, **Dizzy Gillespie**, **Chick Webb**, **Count Basie**, and **Andy Kirk** performed at the Apollo. The Apollo also presented dance acts such as **Bill Robinson**, **the Nicholas Brothers**, **Carmen De Lavallade** and **Geoffrey Holder**, **the Berry Brothers**, and **Buck and Bubbles**. Comedy acts also appeared on the Apollo stage, such as **Butterbeans and Susie**, **Bill Cosby**, **Godfrey Cambridge**, **LaWanda Page**, **Richard Pryor**, **Rudy Ray Moore**, and **Redd Foxx**. It is estimated that 1.3 million people visit the Apollo every year.

Manhattan had **2,000,000 by 1910**, ten times the population of Indianapolis. And, Manhattan had a population of over **92,000 African Americans** too. Furthermore, Manhattan now had the wealth, culture, and a

**vast number of
successful, smart, sophisticated
black Americans,**



Madam Walker and friends in 1911. This automobile was probably Madam Walker's convertible, Model T touring car. Often times, like at the National Negro Business League convention, Madam Walker would be driven by a chauffeur.

Madam Walker's prime market for her beauty products and services.

So, in 1916,

Madam Walker moved her offices to Manhattan.

Her daughter, Lelia, had moved to the City in 1913, living on 108 West 136th Street. Madame Walker had Freeman Ransom purchase the adjacent property at 110 West 136th Street. Lelia immediately started renovating and combining the properties. Madam CJ Walker was in Manhattan to stay.

The Madam CJ Walker company continued to grow. Madam Walker committed herself to a tireless work ethic, traveling throughout the United States, making speeches, giving presentations, recruiting new agents, and expanding her network of successful people. In Rhode Island, Pennsylvania, New York, and New Jersey alone, Madam Walker had

more than 700 agents selling her products and pampering her customers. Madam Walker was also excited about a recent purchase of 4 $\frac{1}{2}$ acres of land in the **exclusive neighborhood of the rich, Irving-on-Hudson, New York**, 20 miles north of midtown Manhattan. Walker's property **was** just down the road from Standard Oil Founder and multi-millionaire, **John D. Rockefeller's** estate. Madam Walker started building her own estate, **Villa Lewaro**, in 1916.

By 1917, the Walker company claimed to have trained nearly 20,000 women. Dressed in their classic uniform of white shirts and black skirts and carrying black satchels, Walker agents visited houses around the United States and in the Caribbean offering Walker's hair pomade and other products packaged in tin containers carrying her image. Walker understood the power of advertising and brand awareness. Heavy advertising, primarily in African-American newspapers and magazines, in addition to Walker's frequent travels to share her personal story and promote her products, helped make Walker and her products well known and popular throughout the United States.

After a near fatal collision with a train at a railroad intersection during one of her long business tours in northern Mississippi, Madam began to feel overly tired. She visited a doctor in Memphis, Tennessee who diagnosed her with **hypertension and fatigue** created her non-stop, overly aggressive work schedule. She needed rest.

After a short stay at a spa in Hot Springs, Arkansas, to rest and rehabilitate, Madam Walker was back to work building her business

THE PITTSBURGH COURIER

SATURDAY, JULY 26, 1914

"Every Woman's Friend"—The Hairdresser

Expert

Experienced



THE LATE MADAM C. J. WALKER
TRUE FRIEND TO WOMANKIND

Accommodating

Appreciative



AGNES L. FORD
Pittsburgh, Pa.



EMMA WALLACE
Pittsburgh, Pa.



NELLIE L. BROWN
Pittsburgh, Pa.



A. B. ADAMS
Pittsburgh, Pa.



JENNIE L. BROWN
Pittsburgh, Pa.

THERE'S no greater friend to womankind than her hairdresser. Safeguarding her health, enhancing her beauty, ever watchful and willing to serve her, hairdressers are a boon to every woman. In the front rank of those servants to womankind is the strong, successful army of Madame C. J. Walker Agents, numbering several thousand, scattered throughout the cities, towns and hamlets of this and several foreign countries. (There's one near you.)

Here shown are some of the "supply agents" of this vast army. Through millions of boxes of Madame C. J. Walker's Wonderful Hair Grower, Gossine, Shampoo, Soaps, Creams, Powders, Perfumes, etc., are dispensed yearly.

MADAM C. J. WALKER'S

WONDERFUL HAIR GROWER	GLOSSINE SHAMPOO	SOAPS CREAMS	POWDERS PERFUMES, Etc.
--------------------------	---------------------	-----------------	---------------------------



MARJORIE GANDY
Pittsburgh, Pa.



EMMA WALLACE
Pittsburgh, Pa.



JENNIE L. BROWN
Pittsburgh, Pa.



JENNIE L. BROWN
Pittsburgh, Pa.



MARGARET KIRTLAND
Pittsburgh, Pa.



Alice D. White
Pittsburgh, Pa.



CLARA TAYLOR
Pittsburgh, Pa.



SARAH ADAMS
Pittsburgh, Pa.



A. J. THOMPSON
Pittsburgh, Pa.



JOHN W. BROWN
Pittsburgh, Pa.



PAUL ADAMS
Pittsburgh, Pa.



MRS. STEVENS
Pittsburgh, Pa.



MISS WALKER
Pittsburgh, Pa.



MISS TAYLOR
Pittsburgh, Pa.



MISS WHITE
Pittsburgh, Pa.



MISS TAYLOR
Pittsburgh, Pa.



MISS ADAMS
Pittsburgh, Pa.



MISS BROWN
Pittsburgh, Pa.



MISS WHITE
Pittsburgh, Pa.



MISS TAYLOR
Pittsburgh, Pa.



MISS ADAMS
Pittsburgh, Pa.



MISS BROWN
Pittsburgh, Pa.



MISS WHITE
Pittsburgh, Pa.



MISS TAYLOR
Pittsburgh, Pa.

YOUR BEAUTY DEMANDS that you know these agents and the numerous other representatives of the Madame C. J. Walker System. Genuine experts in the art of beauty culture with years of experience giving Madame C. J. Walker's world renowned treatments, using Madame C. J. Walker's Preparation—highly accommodating and appreciative of your patronage, operating in clean, quiet, modern quarters, Madame C. J. Walker Agents can do much to make and keep you pretty. Under their care most will admit you, women everywhere, for the beauty you possess. Give the nearest Madame C. J. Walker agent in your town a trial, TODAY!



MISS WHITE
Pittsburgh, Pa.



MISS TAYLOR
Pittsburgh, Pa.



MISS ADAMS
Pittsburgh, Pa.



MISS BROWN
Pittsburgh, Pa.



MISS WHITE
Pittsburgh, Pa.



MISS TAYLOR
Pittsburgh, Pa.



MISS ADAMS
Pittsburgh, Pa.



MISS BROWN
Pittsburgh, Pa.



MISS WHITE
Pittsburgh, Pa.



MISS TAYLOR
Pittsburgh, Pa.

NOTE—GIVE THIS ADVERTISEMENT. Your nearest agent will give you a copy of the price manual. If nearest agent will not be credited with 10¢, C. J. Walker will.

THE MADAM C. J. WALKER MFG. CO., INC.

640 N. WEST ST. — INDIANAPOLIS, IND.

this photo above is a **Walker Company advertisement** in *THE MESSENGER*, a popular, early 20th century political and literary magazine by and for African-American people in the United States. The photos of other women in this ad are Madam Walker's sales beauticians, also called **Walker Agents**. They were well-known and popular throughout black communities all over the United States. Madam C.J. Walker took pride in employing women including Alice Kelly and Marjorie Stewart Joyner. She gladly taught them how to manage a business and promoted them to key staff positions. Those women who learned "Walker's Scientific Scalp Treatment", according to ads like the one above, could **"EARN FROM \$15 TO \$40 PER WEEK in their homes or beauty salons"** more than the typical compensation of a maid and certainly less dangerous than working in one of the city's factories.



Madam C J Walker's home, known as **Villa Lewaro**, a 34-room, 20,000-square-foot mansion, located at Fargo Lane and North Broadway in **Irvington, New York, 30 miles north of New York City**. Construction took from 1916 to 1918 to finish. The mansion was designed by architect **Vertner Tandy** for A'Leia Walker for her mother, of Madam C.J. Walker. **Vertner Tandy** was the first African-American architect registered in New York. Madam Walker's mansion has been considered to be one of his greatest works. The estimated cost of the mansion was \$250,000. It was lavishly furnished. The name **Villa Lewaro** was authored by a distinguished visitor, **Enrico Caruso**, from the first two letters of each word in Lelia Walker Robinson, the name of Walker's daughter, who later went by the name of A'Leia Walker. The home was used as a conference center on race relations issues, and as a meeting place for people involved in the **Harlem Renaissance**, like **W. E. B. DuBois** and **Langston Hughes**. Madam C. J. Walker died there in 1919, and the house was inherited by her daughter A'Leia Walker, who owned it until she died in 1931. She left the mansion to the NAACP. However, the NAACP was forced to sell the mansion because of the organization's financial problems. The property was bought by the Companions of the Forest in America, and became the **Anne E. Poth Home for Convalescent and Aged** Members of that group. In 1993, **Villa Lewaro** was purchased by **Harold Doley**, founder of **Doley Securities, LLC**, the **oldest African-American-owned and operated investment banking firm in the United States**.

and

**collaborating with America's
major civil rights leaders
like
W.E. DuBois,
Ida B. Wells-Barnett,
Elizabeth Carter,
and
Oswald Garrison Villard on
African American
civil rights issues.**

Jim Crow discrimination and the lynching of African Americans continued to be a major issue in black communities nationwide with little help from the U.S. President or Congress. According to the Tuskegee Institute, 4,743 people were lynched between 1882 and 1968 in the United States, including 3,446 African Americans and 1,297 whites. More than 73% of lynchings occurred in the Southern states.

**4,084 African Americans
were lynched
between 1877 and 1950 .¹**

¹ - According to the Equal Justice Initiative,

The summer of 1917 played host to weeks of civil and labor unrest. **East St Louis, Illinois** and St Louis, Missouri, separated by the Mississippi River, were two cities experiencing a number of labor strikes. The United States economy was booming at the time. As some unions were staging walkouts to protest working conditions, companies were actively recruiting men to fill the positions left by striking workers. Finding white men, especially European immigrants, to fill these positions was not easy. With so many men drafted or enlisting into military service during World War I (1914 - 1918) along with European immigration restrictions in place because of the war in Europe, many blacks were migrating from southern states to fill open factory positions in northern cities. Blacks were arriving in St. Louis at the rate of 2,000 per week during the spring of 1917. 6,000 African Americans lived in East St. Louis in 1910 out of a total population of 58,000; by 1917, the black population had increased to 10,000, or one-sixth of the total population of 60,000. Racial tension escalated between whites and blacks. *“Union leaders incited striking white workers by fabricating stories that the companies intended to turn East St Louis into a Negro town by recruiting and hiring more than 10,000 black men and their families”* writes Walker biographer A’Lelia Bundles.

A major race riot erupted on July 2nd in East St Louis, Illinois. 39 blacks and 8 whites died in the rioting.

6,000 African Americans were left homeless after their neighborhoods were burned. White

owned businesses like the Southern Railway Company’s warehouse were burned, with the loss of more than 100 car loads of merchandise worth more than \$525,000 to the company. 44 freight cars and 312 houses were also burned. Total property damage was estimated at \$400,000 (nearly \$8.5 million, in 2018 US Dollars) according to Wikipedia’s description.

Author Bundles recounts the scene. *“Before midnight on July 1st, a group of white men in a Model T Ford fired shots into several homes in a black neighborhood. When the car rode back a second time, residents returned fire. Soon after, an unmarked police car, closely resembling the attacker’s car, drove through the neighborhood with dim headlights. In a case of mistaken identity, black men inside the house fired on the car killing Samuel Coppedge and Frank Wadley, two detectives who had been most responsible for quelling a previous clash in May. The next morning the bullet riddled, blood soaked police car was displayed outside police headquarters.”* By midnight, East St Louis was in flames with maimed and dead bodies of black Americans lying on the streets.

Madam Walker and several Harlem leaders collaborated on an appropriate response to the St Louis carnage.

The committee included Madam Walker, NAACP leader James Weldon Johnson, Reverend Hutchens Bishop, and successful Harlem realtor, John Nail. NAACP leader James Weldon Johnson advocated for a *“march in broad daylight that would be so striking and*

unusual a demonstration" that the Associated Press and other news outlets would be compelled to tell the story all over the United States and the world.

At noon in New York City on July 28th,

**10,000 black Americans
marched down Fifth Avenue
in a Silent Parade,
protesting
the East St. Louis Massacre.**

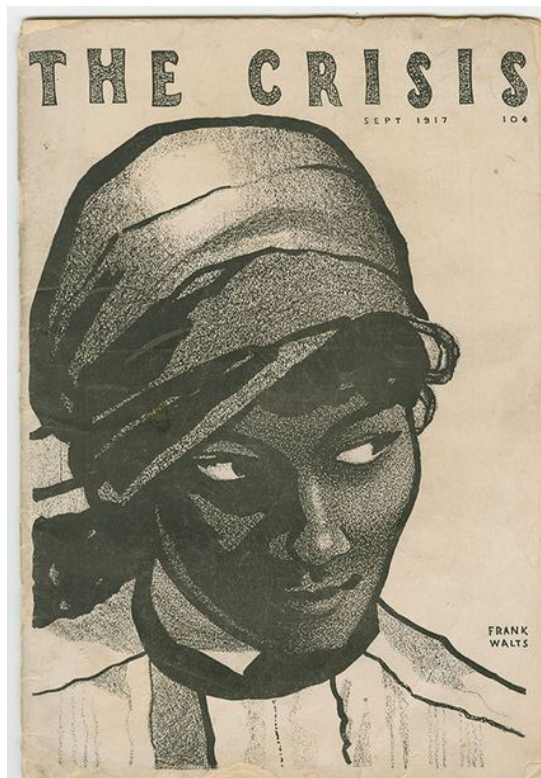
More than 800 children led the procession. Women dressed in white followed the children who were then followed by black men dressed

in black suits all walking in silence down Fifth Avenue toward Madison Square Garden. The demonstrators carried signs reading "TREAT US SO WE MAY LOVE OUR COUNTRY" and "YOUR HANDS ARE FULL OF BLOOD", possibly a message to Democrat President Woodrow Wilson's seemingly indifferent response to the East St Louis carnage. Boy Scouts handed flyers to onlookers on the sidewalks reading "*we march because we want to make impossible a repetition of East St Louis and the racial violence in other American cities by rousing the conscience of the country and bring the murderers of our brothers, sisters, and innocent children to justice*".

While **President Woodrow Wilson** remained silent, **former President Theodore Roosevelt**



July 28th, 1917, silent demonstration protesting the East St Louis riots. The multi-day massacre has been described as the "*worst case of labor-related violence in 20th-century American history*", and among the worst racial massacres in U.S. history. (Wikipedia)



"*The Crisis*" is the official magazine of the National Association for the Advancement of Colored People (NAACP). It was founded in 1910 by W. E. B. Du Bois (editor), Oswald Garrison Villard, J. Max Barber, Charles Edward Russell, Kelly Miller, William Stanley Braithwaite, and Mary Dunlop Maclean. The *Crisis* has been in continuous print since 1910. It is the oldest black oriented magazine in the world. **The photo above is the September 1917 issue of *The Crisis*.** (photo from the Smithsonian National Museum of African American History and Culture, Gift of Bobbie Ross in memory of Elizabeth Dillard).

spoke. When union leader **Samuel Gompers** tried absolve trade union members from any culpability in the East St Louis riot, Roosevelt spoke defiantly. *"Mr. Gompers, why don't I accuse afterwards? I'll answer now, when murder is to be answered.... I will go to the extreme to bring justice to the laboring man, but when there is murder, I will put him down!"*

As Madam Walker monitored the construction of her new home and continued to travel

throughout the United States to grow and business as well as finding time to collaborate with America's black leaders on civil rights issues confronting blacks throughout the United States,

her health was rapidly deteriorating.

In Chicago in November of 1917, Dr George Sauer told Madam Walker that her blood pressure was too high at 196 and acute kidney problems were threatening her life if she didn't make significant changes in her work and lifestyle habits.

If she didn't make changes to her work habits, lifestyle, and diet, she would die!

Dr George Sauer recommended taking time off from ALL her activities to rest and eat healthier foods like vegetables, bean and tapioca soup, and granola as well as stop drinking coffee and alcoholic beverages.

As much as she believed her doctor, Madam Walker was back to work after a few weeks of rest. She had a business to run. She had employees and family who depended on her success. She was building a new home. She had civil rights to advocate in order to stop human rights violations, especially lynching, that black Americans had endured far too long. Madam

Walker also was a patriotic American. She clearly felt an obligation to support America's war effort in Europe during World War I. She became an active member of the **Circle for Negro War Relief** raising and allocating money to improve conditions for black soldiers fighting in the war and visiting military bases to promote the Negro War Relief.

One of Madam Walker's doctors ultimately forbid her to leave her home because of her deteriorating health in early 1919. On May 19, 1919, Madam Walker lost consciousness. On May 25, at approximately 7am, Dr Joseph Ward declared "*it is over*"; Madam Walker's kidneys' had ultimately failed causing her death.

Sarah Breedlove, aka Madam C J Walker, the founder and leader of the CJ Walker Manufacturing company,

**died on May 25, 1919,
from kidney failure
and complications of
hypertension,
at the age of only 51.**

Newspaper obituaries all over the world announced her death and profiled her inspirational story of business success, extensive philanthropy, civil rights activism, and her inspirational story from poor, black orphan to millionaire entrepreneur and philanthropist who changed the lives of thousands of people during the course of her life.

The Chicago Defender wrote "*Madam Walker was a message to the world that the Negro can overcome the handicaps and racist impediments*

of many centuries to reach the American standard of success.."

Another observer commented

***"Madam Walker
never gave in to
the oppressive, formidable,
ubiquitous, racist, Jim Crow
violence, intimidation, and
segregation
used to deter black Americans
from their natural potential
to be successful American citizens.
She relentlessly pushed out of her
comfort zone***

to take calculated risks to learn new skills from the success and failures of her experiential learning experiences. She was a successful storyteller who brilliantly developed and marketed her formidable brand. She created an extensive network of smart people who aided her entrepreneurial and civil rights endeavors. Finally, Madam Walker inspired legions of people to emulate her skills and values for the lifetime success."

Madam Walker's houses, factory, office, salons, apartment building, investments, art and furnishings, cars, and diamonds and furs, i.e.

**her wealth portfolio,
at the time of her death in 1919,
was valued at \$600,000,
which, in today's dollars, is over
\$9,000,000!!**

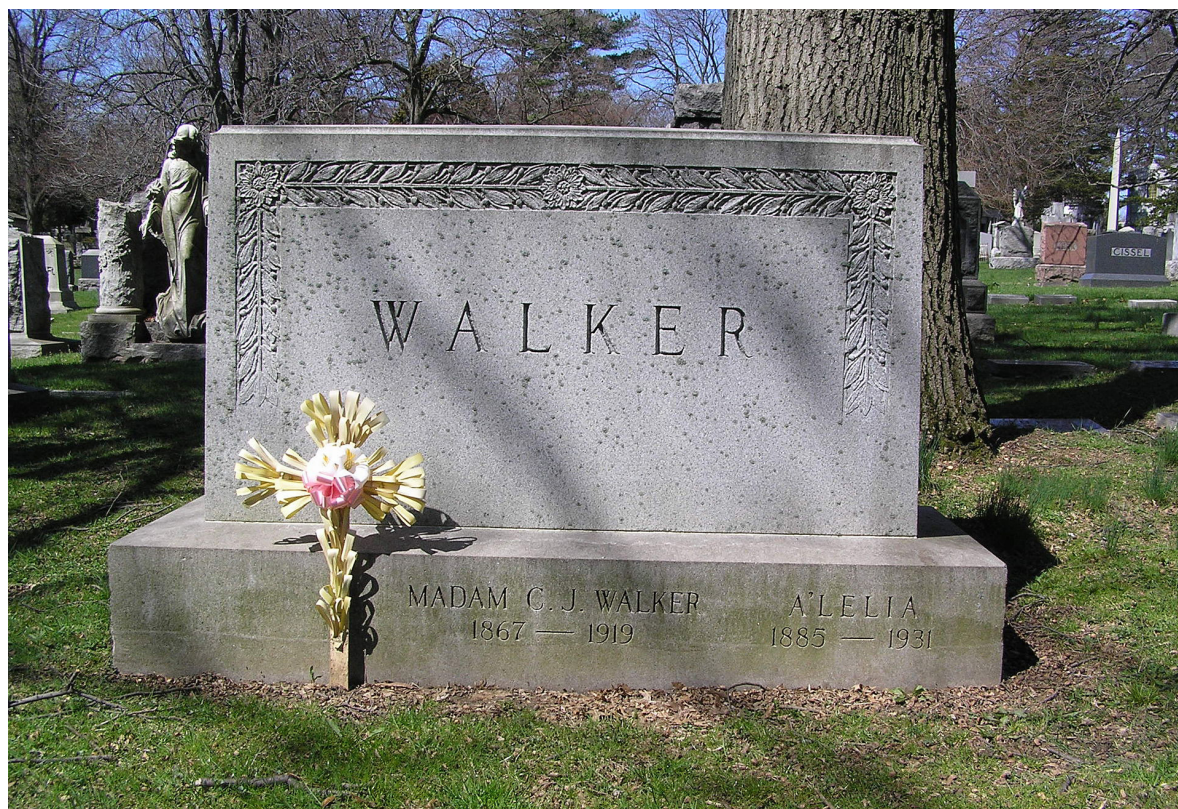
**Madam Walker was also
a great philanthropist.**

She helped raise funds to establish a **YMCA** branch in Indianapolis's black community, pledging \$1,000 in 1911 to the building fund for Senate Avenue YMCA. Walker also contributed scholarship funds to the **Tuskegee Institute**. Other beneficiaries of her gifts included Indianapolis's **Flanner House** and **Bethel African Methodist Episcopal Church**; Mary McLeod Bethune's Daytona Education and Industrial School for Negro Girls (which later became **Bethune-Cookman University**) in Daytona Beach, Florida; the **Palmer Memorial Institute** in North Carolina; and the **Haines Normal and Industrial Institute** in Georgia.

On March 4, 2016,

Sundial Brands,
a skin and hair care company,
began a **collaboration** with
Sephora ,
a French multinational chain of
personal care and beauty stores,
to honor Madam Walker.

This collaboration produced a beauty care line named "*Madam C.J. Walker Beauty Culture*", focusing on the use of natural ingredients to care for different types of hair.



Madam Walker's gave site - Woodlawn Cemetery in the Bronx, New York City.

Samuel Tilden



On **Election Day in 1876**, he garnered
the **most electoral votes**
as well as
the **most popular votes**
in the American Presidential Election
BUT
never became President of the United States.



Protesters express their ire for the results of the 2000 Presidential Election between Republican George W. Bush and Democrat Al Gore which the United States Supreme Court decided George W. Bush won.

The claims of

STOLEN
PRESIDENTIAL ELECTIONS
in the United States

have been heard for centuries. To name a few, **1824** (19th century), **1960, 2000** (20th century) and **2020**. (21st century).

But, for this author, the

Presidential Election of 1876
was indisputably
the most egregious,

and
the most detrimental
to the country's future
because of
its devastating impact on
black Americans.

The **Election of 1876** was a contest between two Governors, **Republican Rutherford B. Hayes** of Ohio and **Democrat Samuel Tilden** of New York to determine who would succeed two term **Republican President, Ulysses S. Grant**. Grant was elected President in 1868.



Photograph of Ulysses S. Grant taken by the famous 19th century photographer, **Mathew Brady**

President Grant was an “effective” civil rights advocate

focused on extending “inalienable”, human rights, acknowledged in America’s Constitution, to those long denied;

namely, black Americans.

On March 18, 1869, Grant signed a law allowing blacks to serve on juries and hold office, in Washington D.C.; all these rights denied to black Americans by the Democrat Party politicians and power brokers running the former Confederate states



A **United States currency \$50 dollar bill** displaying the portrait of President Grant

of the American South. In 1870, Grant signed into law *the Naturalization Act* that gave foreign born blacks citizenship. The same year President

Grant and a Republican Party controlled Congress created a Justice Department in order to prosecute the Ku Klux Klan, a white supremacist, hate group, for its many crimes against black Americans.

President Grant sent federal troops to help state marshals prosecute the Klan. Grant’s Attorney General, **Amos T. Akerman**, relentlessly strove to destroy the Klan and end its heinous crimes against black Americans. Akerman and South Carolina’s U.S. marshal arrested over 470 Klan members in South Carolina alone forcing hundreds of Klansmen, including the wealthy and their Democrat Party political allies, to flee the state. By 1872, the Klan’s power had collapsed enabling African Americans to vote in increasing numbers

in elections in the former Confederate states of the South. Grant appointed African Americans to important positions in the federal government. Grant was also sympathetic to women's rights, including support of female suffrage (the right to vote), saying he wanted "*equal rights for ALL citizens*".

President Grant also wanted to make the Dominican Republic part of the United States and submitted a proposal, approved by Dominican President Buenaventura Báez, to the United States Senate

for approval. Despite Grant's efforts, the United States Senate defeated Grant's Dominican treaty on Thursday, June 30th, by a 28–28 vote when a 2/3 majority was required. Radical Republican Massachusetts' Senator, Charles Sumner, led the opposition against Grant's Dominican proposal.

But internal problems in Grant's administration began to take a toll on his ability to lead. President Grant's **declining health**, multiple **scandals** of **bribery** and **corruption** (four of Grant's cabinet members resigned from scandals) and a severe economic depression from 1873 to 1877 in America convinced Grant not to seek a third term. Initially referred to as *The Great Depression* and later as the ***Panic of 1873***, the economic problems were caused by high **inflation**, significant property

losses caused by **massive fires in the cities** of Chicago and Boston, an **investment bubble** (over investment) in railroad company **stocks**, multiple **bank failures**, and **many business and factory closings** which caused **high unemployment** (8.25% in 1878), all led to a general loss of confidence in the Grant Presidency.

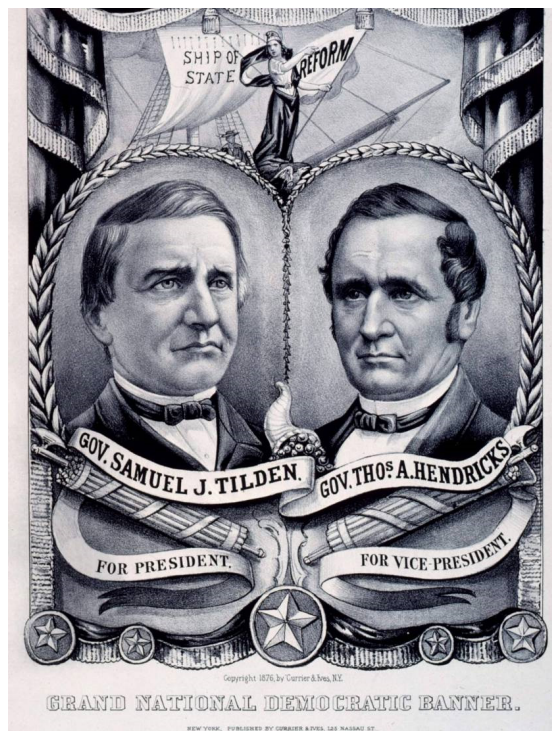
Consequently, President Grant did not run for a third term in the Presidential Election of 1876. Grant deferred to **Rutherford B. Hayes** who was chosen by the Republican Party at their convention in June of 1876 in Cincinnati, Ohio.

While Hayes was chosen by the Republicans, nine days later in St Louis, Missouri, the

Democrats chose Samuel Tilden from New York



Samuel Tilden



Tilden's "REFORM" campaign poster for the 1876 Election

as their candidate
to oppose
Republican Rutherford B. Hayes
in the
1876 Presidential Election.

Samuel Tilden was an interesting man. He was born on February 9th, 1814. Tilden's forefathers emigrated from England to America in 1634. Samuel Tilden's father, Elam, and other family members were entrepreneurs who made and sold **Tilden's Extract**, a popular, patented, medicine popular in the 1800s and early 1900s derived from **cannabis**.

Samuel Tilden has been described as a sickly child who spent most of his time

reading books. His health issues were persistent and forced him to drop out of Yale University after one semester. Tilden later enrolled at New York University to study law and was admitted to the bar in 1841. He soon became a **successful lawyer representing and advising railroad corporations**. In the process, Sam Tilden

became a **very rich man**.



Hulton Archive / Getty

People perceived **Tilden's brand** as
a committed **bachelor**
who was **frail**,
very **intelligent**,
honest and incorruptible,
somewhat **aloof**,
a successful **businessman**
and
a crime fighting **public servant**
with Democratic Party
and
state government
leadership **experience**.

Tilden was the chairman of the New York State Democratic Committee from 1866 to 1874. While he served in New York's state General Assembly as an elected politician in 1872, he was the Governor of New York state from January 1st 1875 to December 1876.

Tilden gained fame leading a criminal investigation against a one time political ally, William Magear “Boss” Tweed, the powerful, corrupt leader of the influential New York Democratic Party organization, Tammany Hall.

Tammany Hall controlled New York City politicians, from the Mayor to City Councilmen and many city department heads, by getting immigrants, mostly the Irish, to vote for Tweed political friends, often by voting multiple times in the same election. “Boss” Tweed was arguably the most notorious Tammany Hall boss controlling New York City in the 19th century (1800s) until his arrest and imprisonment in 1872. “Boss” Tweed’s political friends became governors of the state and Mayors of the city. As a result, Tweed was able to get Irish immigrants jobs with the City and collect huge bribes and kickbacks from the politicians who awarded contracts for city projects like garbage collection and construction.

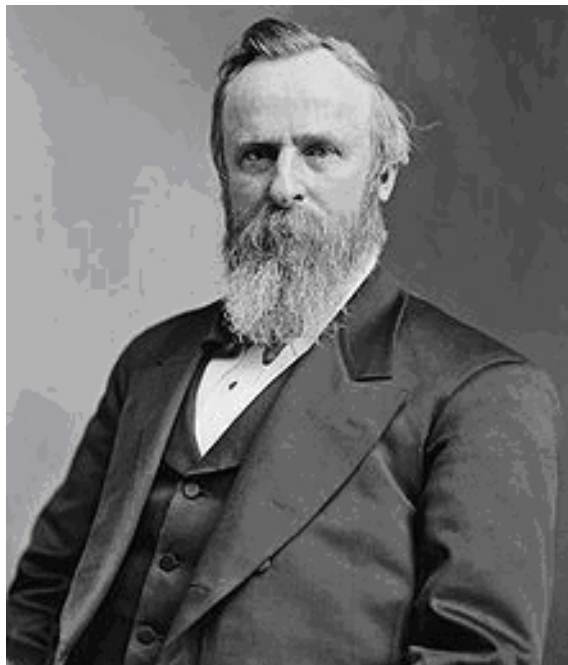


Boss Tweed in 1870

Although Tweed was elected to the State Assembly, his true source of power was the allegiance from the large population of Irish immigrants living in New York City and the people who got elected from the Irish vote.

Samuel Tilden emerged as the favorite to win the Democratic Presidential nomination at the Democratic convention in St Louis.

Going into the 1876 national election for the American Presidency, Tilden was favored to win.



Rutherford B. Hayes

**Both Tilden and Hayes,
like most Presidential candidates
before them,
avoided public campaigning
for the Presidency;**

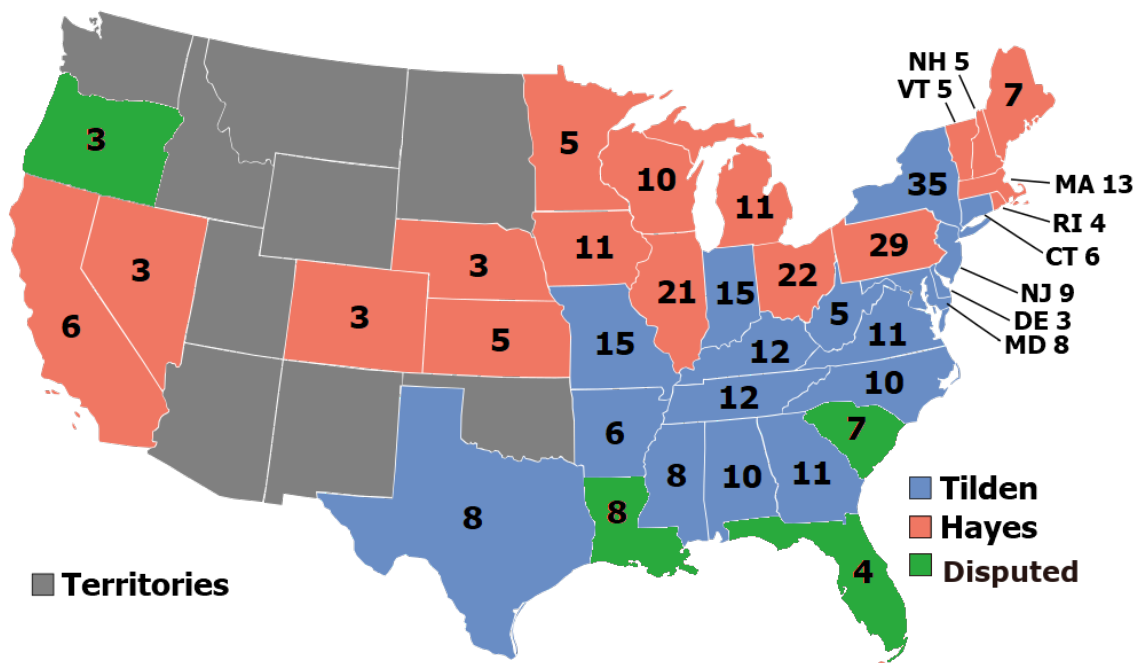
campaign workers and supporters did the campaigning instead of the candidates. Tilden appointed Abram Hewitt to lead his campaign.

Republicans were very good at raising money for Hayes' campaign. The Democrats were not able to raise as much money as the Republicans and Tilden refused to use his significant personal fortune to support his own campaign. Tilden campaign message was ending the scandals and evils of Grant's Presidency which, according to Tilden,

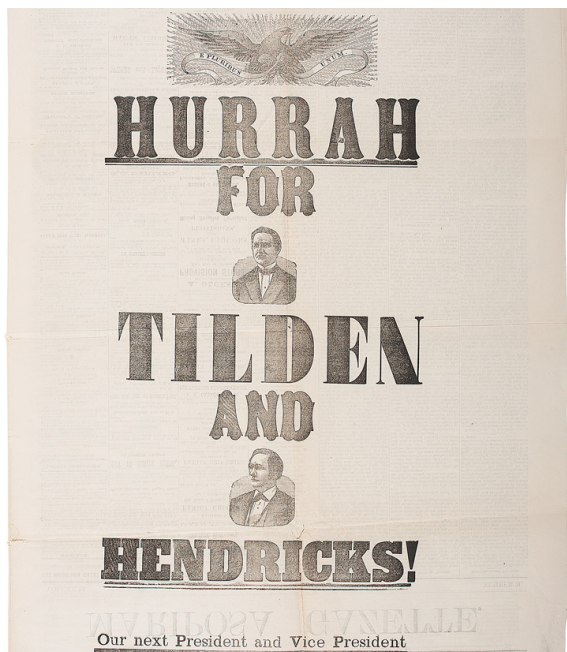
were responsible for high taxes and the economic *Panic of 1873*. Hayes focused his campaign on identifying his political party, the Republican Party, as the party of President Abraham Lincoln that saved the country from the racist, secessionist Confederacy, who freed the slaves, and united the country. Many Republicans referred to the Democratic Party as the party of the Confederacy, secession, and supporters of segregation and racial injustice.

On Election day, November 7, 1876, there were 38 million people living in the United States of America (326.7 million in 2020). 8 1/2 million of them, or 82% of registered voters, voted in the 1876 Presidential Election. That's 2 million more voters than the Election of 1872! (BTW - *In 2016, only 55% of eligible voters voted in the Presidential Election; in 2020, 57% of eligible voters voted.*) The evening of Election Day, Ruthford B. Hayes went to bed believing he lost the election; Samuel Tilden went to bed believing he won. The initial results showed Tilden capturing 3% more of the popular vote than Hayes while Tilden captured 184 electoral votes to Hayes' 165. However, there were 20 electoral votes in dispute. In Florida, Louisiana, and South Carolina, each party reported its candidate had won the state amid various allegations of electoral fraud and intimidation of black voters; in Oregon, one elector was declared illegal because he 'purportedly' was a government employee and ultimately replaced.

On November 8, 1876,



Electoral Results from the Presidential election of 1876. **PLEASE NOTE THE STATES IN GREEN.** They are the story of this Presidential Election. **Politicians and politics intervened to change what seemingly voters had decided.** This map also reveals where most people live in the United States in 1876. **Please note** that the number of electoral votes awarded to a state reflects how many people live in the state; i.e. the states with the highest electoral votes have the largest populations. Having this information will enable you to deduce where most of the people in the United States were living in 1876. If possible, **check on an electoral map in 2020 and notice how the population distribution of the country has changed over time.**



the day after election,
most major newspapers reported
Tilden had won.

Even Hayes believed Tilden won. Hayes told members of the press *“the Democrats have carried the country and elected Tilden.”*

In light of the apparent Tilden victory,

Hayes also told a reporter,
“I don’t care about myself.
But,
I do care for the poor colored men
of the South....

the colored man's fate will be worse than when he was in slavery...."
because of Tilden and the pro-slavery Democrat Party victory.

However, many influential Republican supporters of Hayes believed there was still a chance of victory if he could control the disputed electoral votes of Florida, South Carolina, and Louisiana. Consequently, Hayes refused to formally concede. Democrats became suspicious of what Republicans might do to "*steal*" the election especially in 3 states: Florida, Louisiana, and South Carolina. Oregon was also questionable.



Famous 19th century Cartoonist, **Thomas Nast**, "waves the bloody shirt" by associating the Democratic majority in the House of Representatives with the Confederate causes of slavery and secession. The Democratic claim that **Samuel Tilden**, their presidential nominee, was the "reform" candidate is stridently equated with slavery. The long-haired, cheering rebels on the House floor are said to be in "(Se)session." The word "bulldozer" on the whip handle designates the intimidation and violence perpetrated by white Southerners against blacks or their white Republican supporters. The whip end links 1876 with 1861, the year the Civil War began.

"Dark rumors spread that Democratic forces were arming themselves to march on Washington and install Tilden (as President) by force"

writes Roy Morris Jr in his Election of 1876 profile "*Fraud of the Century: Rutherford B. Hayes, Samuel Tilden AND the Stolen Election of 1876.*

"'Tilden or Blood' was a popular cry!"

Tilden friend and biographer, John Bigelow, noted in his diary

"another Civil War may be the consequence of this state of things".

Violence broke out in some of the contested states. "A standoff between a black policeman and whites in Charleston, South Carolina, erupted outside the office of the **Charleston News and Courier newspaper** as election returns were posted in the office window" writes Roy Morris Jr. "Other

black police officers armed with bayonet-tipped rifles moved in

***to disperse
the angry white crowd”***

Tilden acted true to his brand with a passive reaction thereby disappointing his infuriated supporters and Democrat Party leaders. Tilden urged calm and a refrain from violence while President Grant ordered army and naval units to protect the capitol in Washington, D.C.

Political operatives from both parties descended upon the 3 states - Florida, Louisiana, and South Carolina - to recount the votes and ensure their preferred outcome.

On December 6th, 1876, electors from each state met in their state capitols to cast their official Electoral ballots for President. In 34 of America's 38 states, the voting was without exception. However, in Louisiana, Florida, South Carolina, and to a lesser extent Oregon, controversy and turmoil erupted! President Grant, still the acting President of the country, held round the clock meetings with both Democrat and Republican party leaders to end the violent threat to the nation he had fought so valiantly to protect and preserve during the Civil War.

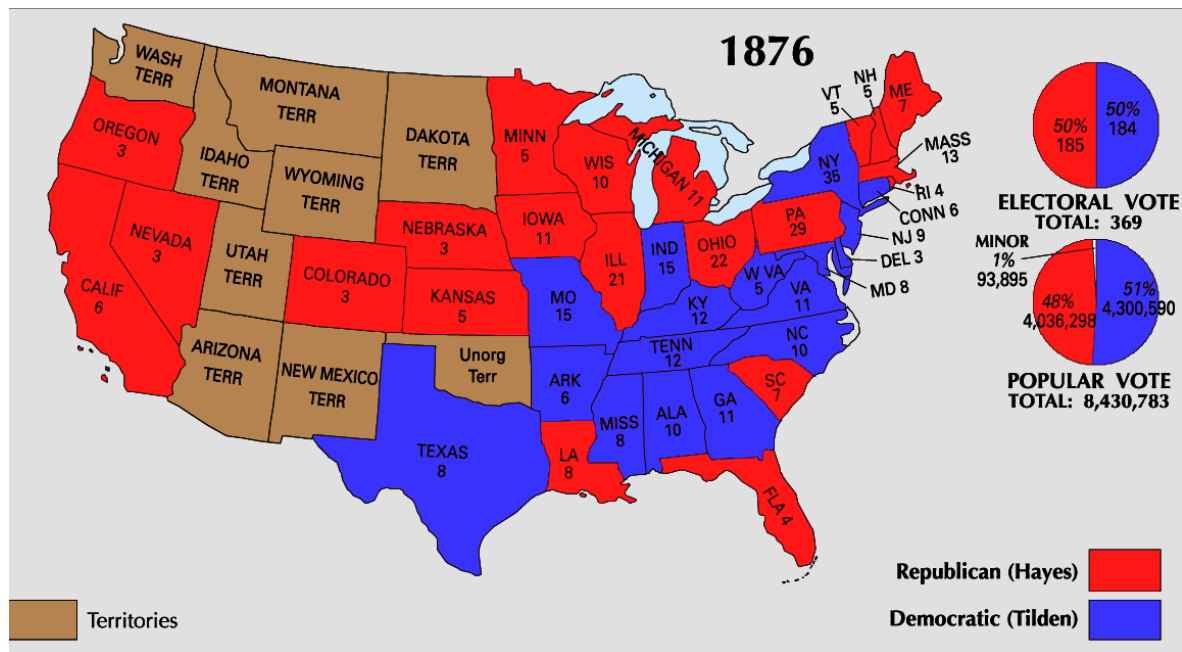
**To resolve this dispute,
the United States Congress
agreed to establish
a special Electoral Commission to
investigate the
electoral vote controversies**

in the disputed states.

The Commission consisted of 7 Democrats and 7 Republicans, with a perceived political independent, Justice David Davis, as the fifteenth member of the Commission. Davis surprised everyone by refusing to serve. His place was then given to **Joseph P. Bradley**, a President Ulysses S. Grant appointee to the Supreme Court, who previously voted against civil rights protection for black Americans in the landmark case *United States vs Cruikshank* in 1872. Many Democrats believed Bradley's election assured them of Tilden's ascendancy to the Presidency. Democrats were shocked when Bradley voted with Republicans to give the disputed electoral votes to Hayes.

**The commission awarded
all 20 electoral votes
from Florida, South Carolina,
and
Louisiana
to Hayes
giving him the Presidency
with
185 electoral votes
to
Tilden's 184.**

Democrats were apoplectic when the results were announced. On March 2nd, 1877, the Electoral Commission adjourned to see if tensions would simmer and a peaceful resolution to the Commission's decision could be accepted.



Final Results of the Presidential Election of 1876 as determined by the special Electoral Commission

But tensions, threats of violent protest, and assassination threats on President Grant were rampant. While Samuel Tilden offered no public criticism of the Commission's ruling, Abram Hewitt, Tilden's campaign manager, vehemently appealed to Tilden to issue a

*“personal call for mass meetings
in every city, town, and hamlet
in American
to protest
the Electoral Commission's ruling”*

Tilden refused.

But then, something surprising happened. On Monday, March 1, 1877, former

Confederate soldier and Louisiana Democrat political operative, **Edward A Burke**, went to see President Grant at the White House to “offer a trade” according to author and Fox newsman, Bret Baier in his book *‘To Rescue The Republic: Ulysses S. Grant, The Fragile Nation, and the Crisis of 1876.’* “The Presidency for Hayes in exchange for putting Democrats in the governors mansions of the former Confederate states” offered Burke. Grant realized that giving the Democrats political control of the Southern states would mean an end to Reconstruction and the withdrawal of federal troops stationed in former Confederate states like Louisiana, Florida, and South Carolina protecting the lives and insuring the civil rights of recently freed African Americans. Grant gave Burke a tentative assurance that his ‘trade’

suggestion might cause both Democrats and Republicans to accept the Commission's findings and end the impasse.

Soon after, Grant passed on Burke's 'trade' idea to a group of powerful Democrat and Republican leaders who went two blocks down the street from the White House to the **Wormley Hotel** to decide the fate of the nation and, consequently, hundreds of thousands black Americans. It was ironic that the Wormley Hotel was owned by James Wormley, a "*free-born Black man who had prospered in the hospitality industry (hotels, restaurants, etc) and made many influential friends during and after the Civil War*" writes author Baier.

Members of both Hayes and Tilden's constituencies were present at the Wormley meeting. Although Grant, Tilden nor Hayes were present at the Wormley meetings, Tilden and Hayes were kept abreast of these secret negotiations by telegram. No notes were kept about the proceedings of the Wormley meetings.

While many Democrats felt that Tilden had been cheated out of victory, the fact of the matter was

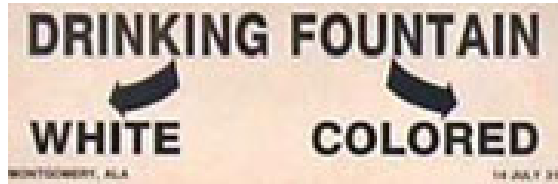
**a deal was made by politicians,
the political leaders of the
Democrat and Republican parties,
to avoid violence
and
secure a peaceful transition
to the next Presidency.**

This "*secret deal*," later known as the '**Compromise of 1877**', was agreed upon only days before the end of the official Grant administration.

**The '*secret deal*'
between Democrats and
Republicans paved the way
for an end of
Reconstruction,**

the federal program that placed federal troops in the former states of the Confederacy in the American south to protect the civil and human rights of black Americans. Democrats pledged not to resist Hayes's assumption to the Presidency **if** Hayes and the Republicans ended Reconstruction. Hayes's negotiators agreed in writing to return control of southern states to Democrats. The former Confederate states would be once again controlled by Democratic politicians intent on returning former slaves to conditions resembling slavery.

Reaction to the infamous **Compromise** was palpable. Newspaper publisher, **Joseph Pulitzer**, called on Democrats to "*fully arm and ready for business to install Tilden as the rightful President*". **The Nation** newspaper wrote "*the Negro will now disappear from the field of national politics*" as a result of the **Compromise of 1877**. While America's businesses worried about the '*secret deal*'s effect on the United States economy, foreign countries were scratching their heads trying to figure out whether America's 100 year democracy



would last another year. Black historian W.E. B. DuBois wrote 50 years after the *Compromise* “the slave went free; stood a brief moment in the sun; then, moved back again toward slavery.” Historian Roy Morris Jr writes

“the end of Reconstruction would prove to have catastrophic, far reaching negative effects on

FOUR MILLION black Americans living in the South”

Morris also captured the despair of an unidentified black South Carolinian after the Democrat and Republican ‘*secret deal*’ which ended Reconstruction. “*I am an unprotected freedman....O God Save the Colored People.*”

Here are some facts. In 1877 when Rutherford B. Hayes took the office of the Presidency, southern and border states began restricting the liberties of blacks. Additional challenges for blacks occurred when the Supreme Court further undermined the Constitutional protections of blacks with the infamous **Plessy v. Ferguson (1896) case**, which legitimized Jim Crow laws.

Jim Crow laws, quickly enacted in the Democrat controlled, mostly Southern States, ended the political and economic gains made by black people during Reconstruction.

Jim Crow laws mandated separate, unequal public schools for whites and blacks as well as separate seating on public transportation (e.g. buses, trains), rest rooms, restaurants, and separate drinking fountains for white and black people. The U.S. military was already segregated. Jim Crow laws extended into the 20th (1900s) century.

Democrat President Woodrow Wilson mandated segregated facilities in federal workplaces in 1913.

The most extreme form of Jim Crow violence was **lynching** (hanging). Lynchings were public murders carried out by white, racist mobs intended to intimidate black Americans into accepting inferior roles and living standards. Between **1882**, when the first reliable data were collected, until **1968**, when lynchings finally became rare,

there were 4,730 known lynchings,



Photo shows the **American Capitol building being overrun on January 6, 2021**, by apparent President Donald Trump supporters protesting his defeat to Joseph Biden in the Election of 2020.

**including 3,440 black men
and
women.
The great majority of lynchings
occurred in
Democrat Party controlled
southern and border states,**

where the resentment against blacks ran deepest. According to the social economist Gunnar Myrdal (1944): "*The southern states accounted for nine-tenths of the lynchings.*"

President Hayes soon became disheartened after observing what was happening to black Americans in the Democrat Party controlled southern states. He fulfilled his campaign promise to leave the Presidency after one term. Hayes' legacy would, rightly or wrongly, endure as a politician complicit in a fixed election that traumatized a nation and launched, what would become, a segregated and racist society in the southern states of America (e.g. Mississippi, Louisiana, South Carolina, etc).

Grant's legacy has too been criticized. Despite the fact that Grant was the only

General who President Lincoln could rely on to end the Confederate army success of Jefferson Davis and Robert E Lee for secession from the Union and the establishment of a new country with an plantation economy based on slave labor, the Grant Presidential brand has been tarnished. President Grant fostered the passage of the *Civil Rights Act of 1875* (declared unconstitutional by the US Supreme Court in 1883). He also championed the ‘*Act to Enforce the Provisions of the 14th Amendment*’, also known as the ‘*Ku Klux Klan Act*’, which enabled Grant to use federal troops to attack the Klan and end their terrorism of Black Americans. Grant also preserved Reconstruction troop deployment in the several of the former Confederate states to protect the lives and civil rights of former slaves freed by Lincoln’s Emancipation Proclamation. But, in the Presidential Election of 1876 when there was an apparent choice to avoid another Civil War and preserve the Union by rescinding the rights of Black Americans, Grant’s priority, like President Lincoln before him, was always saving the ‘Union’ and keeping all states as one country.

Samuel Tilden’s legacy, on the other hand, has positively been affected by his conduct during the 1876 Election controversy.

**Tilden is perceived to have
put the nation
ahead of his political aspirations.**

Tilden is seen as the legitimate winner of the 1876 Presidential Election. His response

has been perceived as unselfish, sacrificing his political ambition for what was best for the nation. Samuel Tilden’s legacy is one of a patriot. According to historian Roy Morris Jr, “*while Hayes was subtly directing efforts to install him as President, Tilden retreated to the privacy of his New York City mansion reading his law books.*”

***Tilden consistently refused to
blame others
and
refused to draw out the game
indefinitely***”

Tilden essentially wanted to move on peacefully by accepting the results of the political ‘*compromise*’. If he was bitter about the circumstances of the election, he never showed it. The Democrats wanted Tilden to run for the Presidency again in the Election of 1880 AND 1884. He declined both times. Tilden died on August 4, 1886.

In May 1878, the House of Representatives created a special committee to investigate the allegations of ‘**fraud**’ in the 1876 election. The eleven-member committee was chaired by Clarkson Nott Potter, a Democratic congressman from New York. The committee, however, could not uncover any evidence of wrongdoing by President Hayes. Around the same time, the *New York Tribune* newspaper published a series of coded telegrams in the paper showing Democratic Party leaders had sent during the weeks following the 1876 election. The telegrams revealed attempts to bribe election officials in the states with disputed



James Wormley - 1819 - 1884

results. Despite attempts to implicate him in the scandal, Samuel Tilden was declared innocent by the Potter Committee.

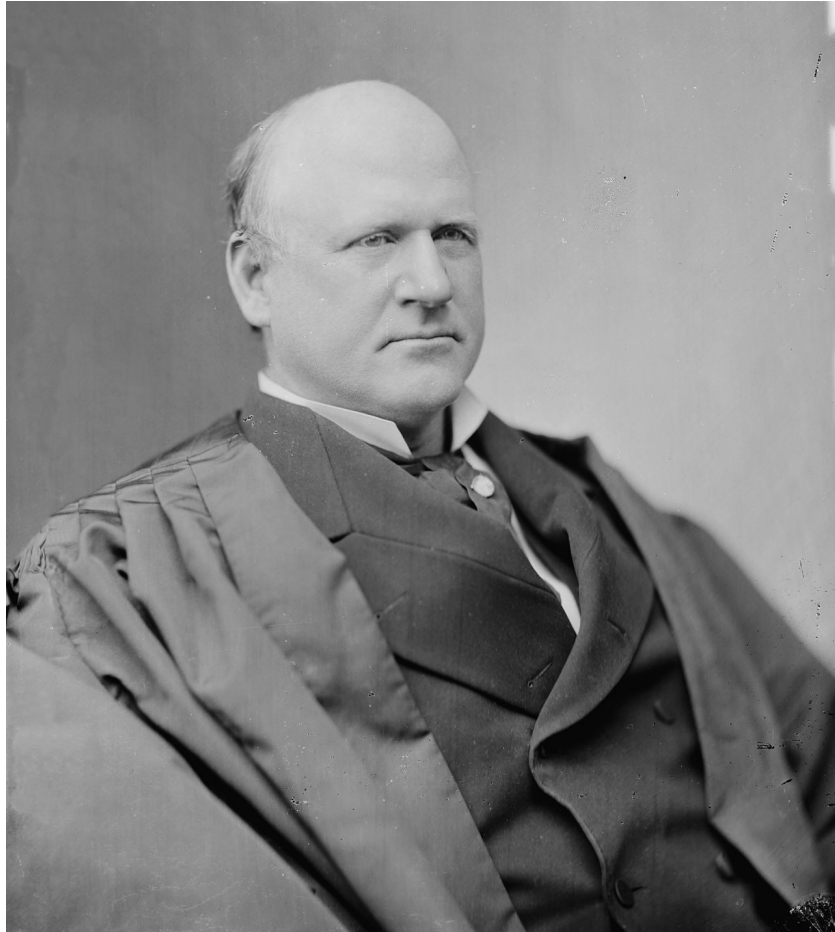
POSTSCRIPT: THE WORMLEY HOTEL

It is rather **ironic** to this author that the hotel where the *Compromise of 1877* was secretly forged by Democrat and Republican politicians which ended the short lived political and human freedoms of black Americans in America's southern states following the Civil War was owned by a black man, **James Wormley**. James Wormley was the son of free-born black Americans, Lynch and Mary Wormley. As a young boy, Wormley's first job was working with his family's hackney (taxi) carriage business. Wormley embraced his family's entrepreneurial attitude by owning a successful restaurant. Wormley decided to purchase a hotel in 1871 which he called the Wormley House. Located near the White House in Washington, D.C., the

Wormley House soon became popular among Washington politicians, wealthy lobbyists, and business people in the nation's capital. The hotel was famous for its well-managed, neat rooms, early telephone usage, and a dining room where Wormley served European-style cuisine. Wormley's hotel was seen as one of the city's best. *The Compromise of 1877* has often been referred to as "*The Wormley Compromise*" because the *secret deal* among politicians was made in the hotel. The hotel hosted many famous guests over the years including **Frederick Douglass and Thomas Edison**. Wormley was also the private confidant and nurse to some of the most famous individuals of the nineteenth century. He cared for **Henry Clay, Daniel Webster**, Vice President **Henry Wilson**, and Presidents **Abraham Lincoln and James Garfield**.

James Wormley died in Boston, Massachusetts, after kidney stone surgery on October 18, 1884. Wormley House continued to operate until its sale in 1893.

John Marshall Harlan



John Marshall Harlan is the **personification** of
'the courage of one's convictions';
in other words,
having the **confidence to disagree,**
with respect AND facts,
to support what you believe in.

John Marshall Harlan. A story of '*change*'. A story of '*empathy*' too. And, most importantly, Mr Harlan's story is one of

**courage
to speak up
when
many others believe differently.**

Only 7 years after the deaths of Founding Fathers **John Adams** and **Thomas Jefferson**, John Marshall Harlan was born on June 1st, 1833 in Harlan's Station, Kentucky. Harlan's Station was a safer place than a generation before as the Indian wars of Daniel Boone's

time moved west after Indian tribes could no longer defend their homelands from the rising numbers of white settlers moving into long standing Indian tribal territories. John's father, James, was a successful lawyer and politician. The Harlan family lived on an estate that relied on **slave labor**. John was "*the 6th child and 5th boy in the family.*" according to Harlan biographer Peter S. Canellos.

**John had a mixed race brother,
part white and black,**

named **Robert**. It's been speculated



state of Kentucky in 2021 in BLUE

that John's father, James, was the natural father of Robert from an extramarital affair he had with one of the family's slaves, a mixed race woman named Mary. While the details remain speculative, James Harlan apparently later in life encountered Robert as a young boy in Danville, Kentucky. James bought Robert's freedom but not Mary's. Mary ended up being sold in a New Orleans slave market while Robert was raised and educated as one of the Harlan brothers.

**James sent Robert to
the same community school
all the Harlan brothers went to.**



Robert James Harlan from a drawing of this famous man appearing in the Cincinnati Enquirer newspaper in September of 1897.

“Robert was obviously intelligent” Peter Canellos writes in his John Marshall Harlan biography. Wikipedia notes that after a black janitor at the community school informed the school principal that the light skinned Robert Harlan was black, the school principal ordered Robert to leave the school with the explanation

**‘black students
were not allowed to go to
the same school
as white students’**

“Robert’s father, James, was angry” biographer Canellos writes. Robert would later joke later in life that he had only *“a half a day’s schooling.”* The school master’s expulsion didn’t stop James from providing his son, Robert, with a quality education. When the older Harlan brothers, Richard and James, came home from school,

**Robert was given
the same lessons
the other Harlan boys received.**

**As a result, Robert received
a high quality education
most black Americans
were denied at this time.**

Robert’s obvious **talent** and insatiable **curiosity** were nurtured from this home school environment.

**Robert Harlan became a
successful entrepreneur**

with investments in gold mining, horse racing, and gaming as well as becoming active in politics and civil rights advocacy. Robert became one of the strongest voices in the American civil rights movement. The NEW YORK WORLD newspaper wrote

*“Robert Harlan’s
national influence
with his race
was second only to
Frederick Douglass”*

So the question often asked is

‘what if ?

**‘What if all Americans
always had access to
a high quality education
like Robert Harlan?**

Younger Harlan brother,

**John Marshall,
enrolled at Centre College
and
graduated with honors.**

John Marshall finished his legal education interning in his father’s law office and was

admitted to the Kentucky Bar in 1853.

**Because of James Harlan’s
large network of
successful, influential people,
his sons had access to
numerous job opportunities.**

In 1851, John Marshall Harlan was offered the post of adjutant general of the state by Kentucky governor John L. Helm. This position gave John a statewide presence and familiarity with many of Kentucky’s leading political figures. He served in the Kentucky militia fighting for the Union during the Civil War. While initially refusing to join the either the Democrat or Republican party, John Marshall Harlan ran and lost a re-election bid as a third party candidate as Kentucky’s Attorney General. In 1867,

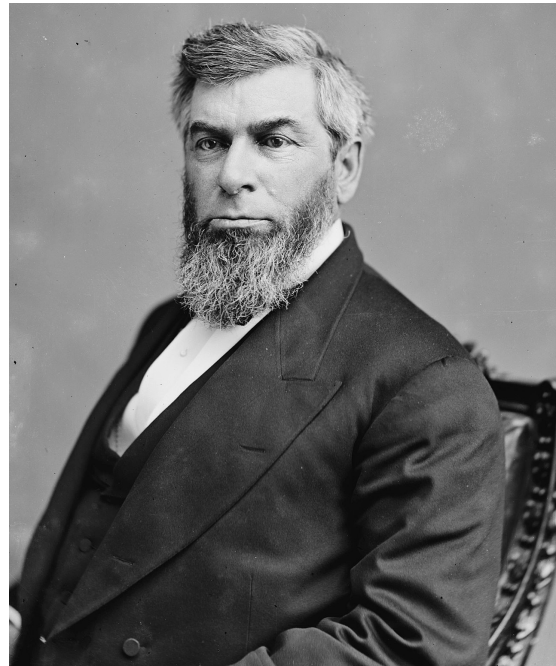
**John Marshall Harlan
joined the
Republican Party.**

He supported Ulysses S. Grant’s candidacy in the 1868 presidential election. He then moved to Louisville, Kentucky and started a successful law firm with John E. Newman, a former circuit court judge, and like Harlan, a Republican. In 1871, Harlan ran as a Republican for Governor of Kentucky. In the American Presidential Election of 1876, Harlan supported the Republican candidate, Rutherford B. Hayes.

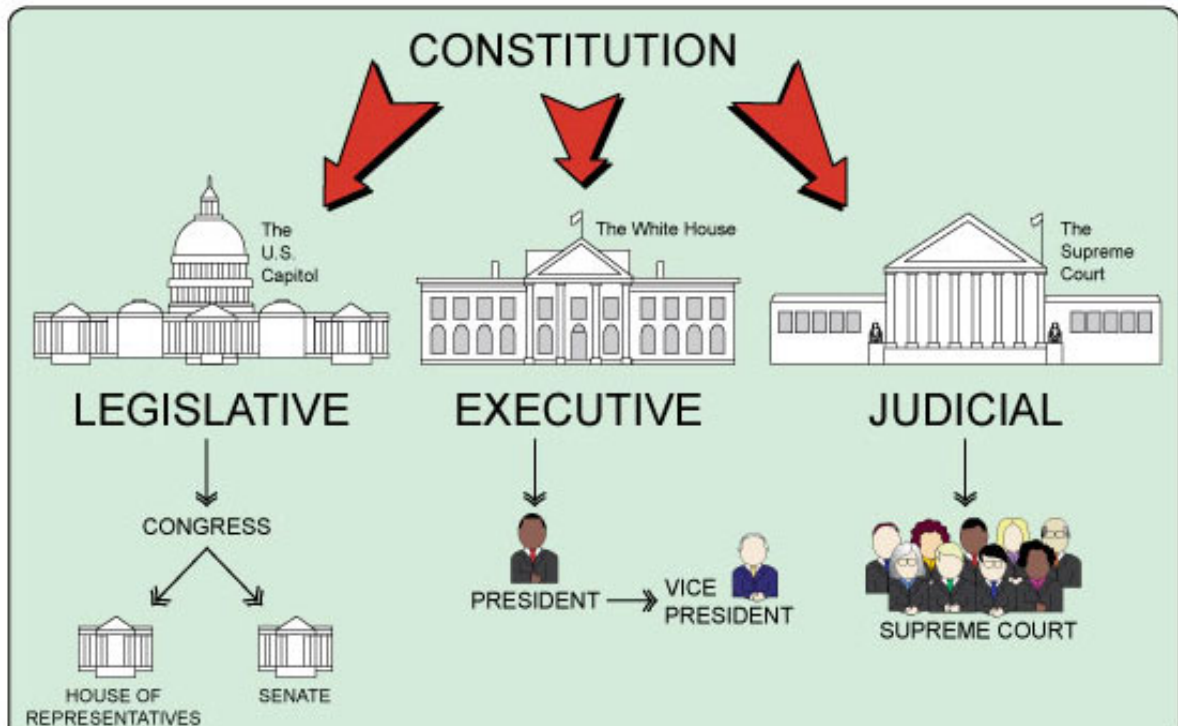
**President Rutherford B Hayes
nominated
John Marshall Harlan
for the
United States Supreme Court.**

John Marshall Harlan was confirmed unanimously by the United States Senate for the Supreme Court on November 29, 1877.

The then leader of the United States Supreme Court, the Chief Justice, was a former Ohio lawyer named **Morrison Waite**.



Chief Justice **Morrison Waite** circa 1875. He served as the 7th Chief Justice of the United States from 1874 until his death in 1888. He was nominated to the Supreme Court by President Ulysses S. Grant.



The Founding Fathers of America (George Washington, Thomas Jefferson, James Madison, Edmund Randolph, Gouverneur Morris, James Wilson, and others) created a plan for the government of new country of the United States of America with 3 separate branches, each with its own powers: the Executive Branch; the Legislative Branch; the Judicial Branch. Each branch of the United States government was purposely designed to NOT let the other branches become to power; essentially creating a *'checks and balance'* system so no one branch of the US government can become too powerful.

Chief Justice Waite
strongly advised
the other Judges on the Court
to find compromise
and
vote unanimously

on each case. In his first case on the court, John Marshall Harlan obliged Chief Justice Waite's admonition by voting with the other Justices in unanimity denying an interracial couple in Alabama the right to date. According to Harlan biographer Peter Canellos, "*Chief Justice Waite was always trying to cajole the Judges on the Court in speaking with one voice. The result was a series of unanimous decisions.*"

However, while John was acquiescing to the instructions of Chief Justice Waite for unanimity in cases the Court reviewed,

brother Robert Harlan
was speaking out
against
Democrat and Republican
politicians
who crafted
the *Compromise of 1877*
ending
post Civil War
Reconstruction civil rights
protection
for black Americans.

This Compromise unleashed
Jim Crow
harassment and lynchings,
enabled and supported by
Democrat political leaders
in the southern states,
and certainly
terrorized black Americans
into the 20th century.



February 6, 1869 illustration from Harper's Weekly:

At the National Colored
Convention

in Nashville, Tennessee in 1879, Robert Harlan declared from the Convention podium "*the Republic of the United States owes EVERY CITIZEN protection for his home and security for his rights! Let this security be given; let us cry aloud against those who refuse to do it!*"

Robert Harlan's story of physical threats, denied access to mainstream restaurants

and hotels, and personal insults in the mainstream press (newspapers) were constant. There was a published rumor Robert was betting on dog fights which, Harlan biographer Peter Canellos writes, created the “*impression Robert was a seedy character immersed in the gambling world*”.

Robert Harlan’s story eventually caused brother, John, to have an epiphany while on the Supreme Court.

As a result,

John Marshall Harlan began to push back against Chief Justice Waite’s pressure for unanimity in Supreme Court decisions.

John Marshall Harlan’s new voice came from Robert’s courage, John’s convictions and empathy for Robert and other African Americans who were all suffering under Jim Crow practices which denied black Americans the same quality of life as white Americans. John Marshall Harlan now challenged Chief Justice Waite’s pressure for unanimous verdicts on his Supreme Court.

During post Civil War Reconstruction,

the United States Congress passed the Civil Rights Act of 1875 guaranteeing EVERY American, regardless of race or creed, equal access to hotels, trains,

restaurants, theaters, public rest rooms, and other facilities open to the public regardless of a customer’s race or beliefs.

In 1883, 5 civil rights cases were appealed to the Supreme Court for review

challenging the legality of private companies ignoring the Civil Rights Act or 1875



a sign in a restaurant in south central Ohio in the early 1930s depicting Jim Crow practices

by providing different accommodations and services to black customers

**from the accommodations
provided to
white customers.**

The Supreme Court, in 1883, consolidated the 5 separate cases – *United States v. Stanley*, *United States v. Ryan*, *United States v. Nichols*, *United States v. Singleton*, and *Robinson and Memphis & Charleston Railroad Co* into ONE single case. Chief Waite's court responded with one decision that would apply to all 5 cases. The

**8 Supreme Court Justices
upheld the decision of
the lower courts;
that is,
private companies
COULD provide
separate
facilities and service
to black customers
from the facilities provided to
white customers.**

1 Judge disagreed.

The dissenting judge was **John Marshall Harlan**. The 8 judges in the majority stated the 14th Amendment of the Constitution which guaranteed equal protection under American law for all Americans, white and black, did not apply to **private businesses and companies**. The Court claimed the Congress only had the right to regulate

actions of a state or the federal government
NOT private companies.

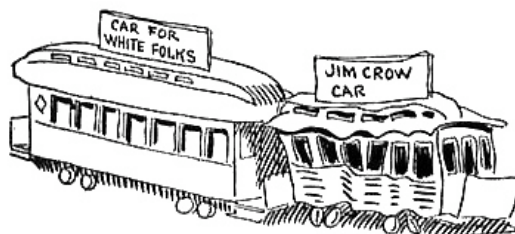
Thirteen years later, another case appeared on the Supreme Court of the United States docket with similar details to the Civil Rights cases of 1883. On June 7,

1892, Homer Plessy,

a French speaking, FREE Creole (a person with African, French, Spanish and Native American origin),

**bought a first-class ticket
on a train
in New Orleans, Louisiana
and sat in
a car designated for white riders
only.**

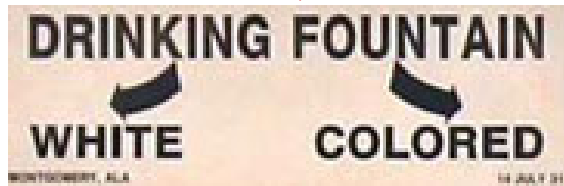
Homer Plessy was a person of color born to a family that came to America as a FREE man from Haiti. At that time of Mr Plessy's arrival in the United States, federal troops were occupying Louisiana under the federally mandated Reconstruction rules governing the states of the former Confederacy following the Civil War. As a result of Reconstruction, blacks could



1904 caricature of "White" and "Jim Crow" rail cars by John T. McCutcheon

marry whomever they chose, sit in any streetcar seat and attend integrated schools.

**Civil Rights changed
for black Americans
following the *Compromise of 1877***



**Republican and Democrat
politicians
colluded to
end Reconstruction
which unleashed
government sanctioned
Jim Crow racism,**

mostly in the Democratic party controlled state governments of the former Confederate states. The United States once again retreated to a dark, pernicious time of hate and racist activity permitted and often encouraged by people in powerful positions of government. ,

On June 7, 1892, Homer Plessy was arrested by a private detective, hired by a civil rights group in New Orleans conspiring with Mr Plessy, to take Plessy off the train and charge him with violating the state's *separate-car* law. This plan was expressly

created to challenge Louisiana's racist *separate car law*. This civil rights group was made up of African Americans, whites, and Creoles and vehemently opposed the recent *Separate Car Act*.

Plessy's case was heard in a lower court in Louisiana. Plessy was found guilty as charged by Judge Ferguson. The Louisiana Supreme Court refused to consider the case. The case was appealed to the United States Supreme Court in Washington, D.C. and four years later in April of 1896, the case known as "*Plessy vs Ferguson*" began.

In May of 1896, **7 out of 8** Supreme Court Justices decided Homer Plessy had violated Louisiana's *separate car law* and the state was justified in arresting him. 1 Justice disagreed;

**once again, the
dissenting Justice
was
John Marshall Harlan.**

7 Justices agreed the 14th Amendment of the US Constitution established the equality of white and black citizens **BUT** these 7 Justices stated the 14th Amendment did not and could not require all "*distinctions of color to be eliminated*". In other words, states could create different laws and different standards for the different races of people in their communities. The Waite Court decision implied that black people were not equal to white people. As a

result, the Supreme Court of the United States essentially allowed racial segregation throughout all the United States by enabling each state to enact laws to separate black people from white people. Separate restaurants, hospitals, hotels, housing, schools, job prospects, and interpersonal relationships were now legal because of the Chief Justice Morrison Waite led Supreme Court decision in *Plessy vs Ferguson*.

John Marshall Harlan's criticism of *Plessy vs Ferguson* was swift and harsh.

"There is NO CASTE SYSTEM HERE!!



Etching of John Marshall Harlan in 1890, by artist Max Rosenthal

Our Constitution is color blind and neither knows NOR tolerates classes among its citizens! In regards to civil rights, the humblest citizen is the peer of the most powerful!" wrote Judge Harlan

Few newspapers, the dominant media of that time in America, covered the *Plessy vs Ferguson* decision. One black newspaper in Nebraska wrote *"we have nothing but profound respect and gratitude for Justice Harlan for such an honest opinion and for the courage displayed in speaking his convictions."*

Harlan likened the injustice of *Plessy vs Ferguson* to the INFAMOUS Supreme Court decision before the Civil War, *Dred Scott vs Stanford*, in 1857. Dred Scott was a slave whose owners took him from Missouri, a slave-holding state, to Illinois where slavery was illegal. When his owners brought Scott back to Missouri, Scott claimed his freedom because he had been taken into "free" U.S. territory. Scott sued his owners, first in Missouri state court which ruled that he was still a slave. Scott appealed to a US federal court which also ruled against him. Scott then appealed to the US Supreme Court. In March 1857, the Supreme Court decided, in a 7-2 decision, people of African descent *"were not intended to be included, under the word 'citizens' in the Constitution, and can therefore claim none of the rights and privileges which that instrument provides for and secures to citizens of the United States"*. The **Chief Justice** at the time was

Roger Taney, a member of the Democrat Party from 1828–1864, who essentially said because Dred Scott was black, he had no rights as an American citizen because the Founding Fathers never envisioned black men and women to be free.

By deciding in favor of Homer Plessy's appeal and against his 8 fellow Supreme Court Justices, John Marshall Harlan charged his fellow Justices in writing with ignoring the Constitution and the true spirit of President Abraham Lincoln's 13th and 14th Amendments.

The **politicians'** authored *Compromise of 1877* ending Reconstruction cleared the way for *Plessy vs Ferguson* and an *unfettered Jim Crow*, especially in the Democratic Party controlled southern states of America. All of this had devastating effects on black America. For example, in the state of Louisiana alone in 1897, "there were 130,334 registered voters. Only 8 years later, there were only 1,342" writes Daniel Canellos in the John Marshall Harlan biography of 2021. Historian C. Vann Woodward writes in his 1955 book '*The Strange Career of Jim Crow*,' "in 1896, there were more Negroes living in Louisiana registering to vote than whites in 26 parishes (Louisiana term for counties); by 1900, none!" Moreover, Jim Crow immediately threatened the lives of 4 million black Americans. They became the primary targets of lynchings. Lynchings in the U.S. reached their height from the 1890s to the 1920s, and they

primarily targeted African Americans. The majority of the lynchings occurred in American Southern states because the majority of African Americans lived there and Democrat Party politicians ran the county, parish and state governments. Racially motivated lynchings also occurred in the Midwest and border states.

Another consequence of Jim Crow was education. Schools became segregated. Black schools were never subsidized by state tax dollars the way segregated white schools were.

**Justice Harlan predicted
the United States would
never become the great country
it aspired to be
NOR
achieve the greatness
other countries
believed it could be
by providing
separate and unequal education
for some of its citizens.**

This is one of the great lessons John Marshall Harlan's black brother, Robert, provided him. When reflecting on Robert's success as an entrepreneur, businessman, "*financier of black owned businesses, international traveler;*" and political leader, Judge John Marshall Harlan realized the importance



From the late 19th century (1800s) to the 1950s, **Dunbar High School** was a segregated school in Washington, D.C. for black Americans named for the noted African American poet, **Paul laurence Dunbar**. Its **teachers** were recognized for their greatness with **advanced degrees including doctorates**. Because Dunbar was located in the federal District of Columbia and not a state, Dunbar's black teachers received equal pay as white teachers. **Parents wanted to send their children to Dunbar because of its high standards and the rigor of the school's curriculum**. Many of Dunbar's **graduates** went to **America's best universities like Harvard**. In 1899, the **standardized test scores of Dunbar students were higher than the standardized test scores in 2 out of 3 of Washington, D.C.'s top white high schools**. Dunbar repeatedly **equaled or exceeded NATIONAL standardized test scores in the 1930s, 1940s, and early 1950s** according to research done by Thomas Sowell from the Hoover Institute at Stanford University. **Absenteeism and tardiness rates** at Dunbar from the early 1900s to the mid 1900s were **LOWER THAN Washington, D.C. segregated schools for white students**. Late 19th century research on the families of Dunbar students revealed the parents of Dunbar students were not wealthy. Most Dunbar parents were laborers, maids, and messengers. **Dunbar Principal Mary Jane Patterson**, the **first black woman in America to receive a college degree** (Oberlin College) in 1862, strictly enforced absentee and tardiness school policies; in other words, they were not tolerated.

education played on developing a person's talents and maximizing a person's full potential.

"Knowledge is power"

Robert Harlan often said during his many

speeches *“those who know the most, not those who have the most, will lead this country. Let our theme be **education** until there cannot be found anywhere a child that is not at a good school. With this endeavor, prejudice will vanish”.*

Throughout John Marshall Harlan’s years on the Supreme Court, he wrote many noteworthy dissents chastising America’s politicians and its courts on their *“betrayal of promises made and not delivered and the racial double standards inherent in America’s court decisions”* writes Harlan biographer Canellos. **Frederick Douglass** may have extended Justice Harlan his greatest compliment. Frederick

**Douglass wrote a letter
to the Judge Harlan
after Harlan’s dissent in
the Civil Rights case of 1883.**

Douglass praised Harlan’s dissent not only as the greatest legal treatise in decades but also *“telling Harlan his dissent in the Civil Rights case of 1883 should be seen, read, and pondered by every citizen in the United States, AND, if I had the money, I would cause your dissent to be published in every newspaper and magazine in the land.”* Douglass added that the decision of the 8 other judges on the Supreme Court *“was like a egg shell compared to (Harlan’s) cannon ball.”*

In 1954, two African American lawyers, Mr

Thurgood Marshall and Mrs **Constance Baker Motley** took a new case to the Supreme Court challenging the *Plessy vs Ferguson* ruling. This case was called **Brown**



a 1965 photograph of Constance B Motley



a 1957 photograph of Thurgood Marshall by US News and World Report Magazine. President Dwight Eisenhower later appointed Marshall to the US Supreme Court in 1967.



photograph of **Frederick Douglass** in 1876 when he was approximately 58 years old taken by famous photographer George Kendall Warren. George Kendall Warren had a long photographic career in the early days of photography. He opened his first studio in 1851 in Lowell, Massachusetts. He frequently photographed celebrities, like Frederick Douglass. During the Civil War, Warren's photography business faltered so he began taking college senior class photographs for schools like Dartmouth, Princeton, Williams, Harvard, Brown, Yale, and Rutgers universities.

vs the **Board of Education** of Topeka, Kansas. Marshall and Motley appealed to the Supreme Court to allow an elementary school-aged African American girl living in Topeka, Kansas, **Linda Brown**, to attend an all-White school near her home rather than being forced to ride a bus to attend an all-Black school located much farther from her home. This time the Supreme Court voted unanimously (9–0) in favor of Ms Brown’s appeal that “*separate educational facilities are inherently unequal*”, and clearly violated the Equal Protection Clause of the 14th Amendment of the U.S. Constitution.

**During the course of the
Brown vs Board of Education
trial in 1954,
Thurgood Marshall read aloud
in court
part of Justice Harlan’s dissent
from Plessy vs Ferguson -
“Our Constitution is color blind**

and neither knows nor tolerates classes among citizens. The humblest is the peer of the most powerful.”

**Mrs Motley publicly
acknowledged
after the trial a
“debt owed to
Justice John Marshall Harlan”**

writes Peter Canellos in his Harlan biography. Ms Motley wrote in her own biography “*Justice Harlan’s dissent in Plessy vs Ferguson formed the basis of our legal arguments in the 1954 Brown vs Board of Education case to end segregation in education.*”

While there were other cases before the Supreme Court where Justice Harlan remained an outspoken critic of the United States government, the courts and the politicians running many of the States enforcing racist segregation policies and laws. Justice Harlan also participated in other landmark cases involving the rights of Chinese workers in the United States and the demand to break up large corporate monopolies.

John Marshall Harlan served on the United States Supreme Court for **33 years**. Justice Harlan, as of this date in 2021, is the 6th longest serving Supreme Court Justice ever.

**John Marshall Harlan died
on October 14, 1911**

and was buried in Rock Creek Cemetery, Washington, D.C.. Justice Harlan was not a rich man. In fact, he had many financial problems at the time of his death leaving minimal funds to support his surviving widow, Malvina Shanklin Harlan, and their two unmarried daughters.

Wikipedia notes that on March 12, 1906, Harlan donated a King James Version Bible to the Supreme Court. This Bible had become known as the “*Harlan Bible*”; and as of 2015, has been signed by every succeeding Supreme Court justice after taking the oath of office



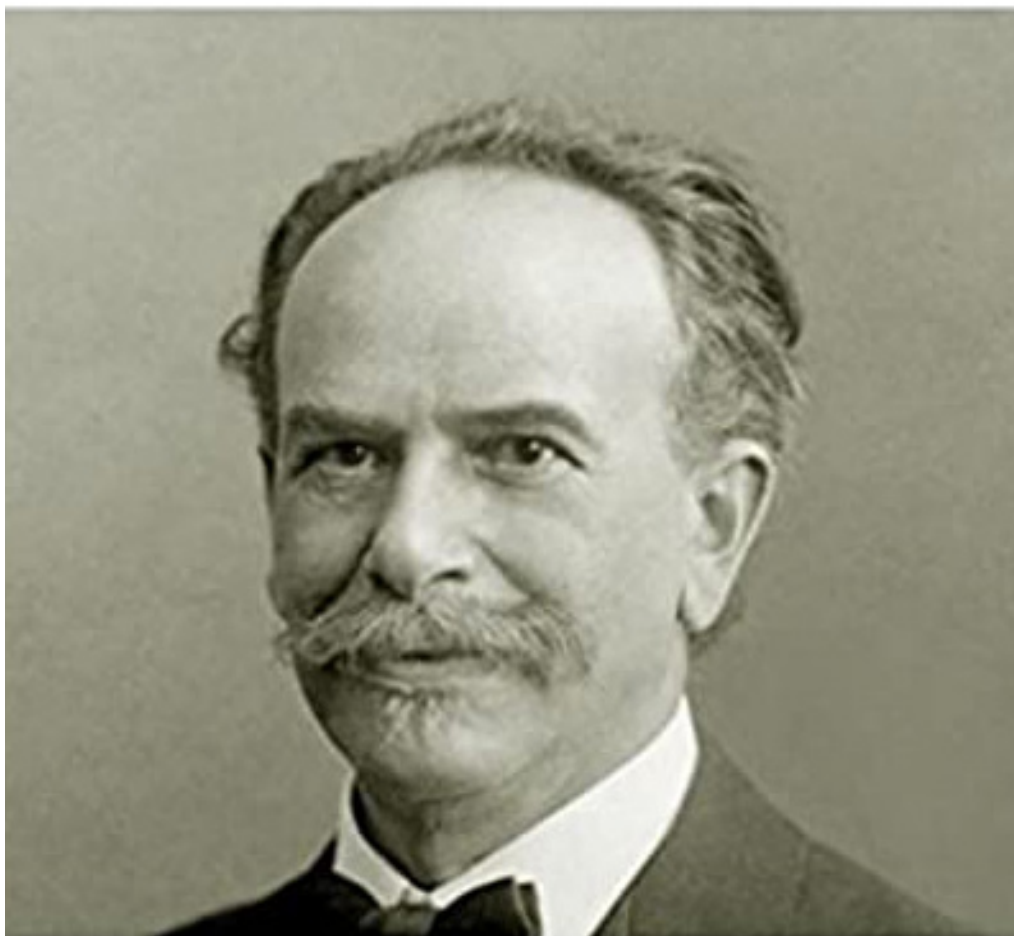
photo of Justice Harlan by Frances Benjamin Johnston sometime between 1890 and 1910.



The photo above is a Chicago courtroom around 1915. **Please note the spittoon on the floor at bottom right.** A spittoon is a receptacle for people to spit their saliva as they chew tobacco. Most people considered spittoons an improvement of public health by replacing the common practice of spitting on floors, streets, and sidewalks. Many places passed laws against spitting in public except into a spittoon. Hundreds of spittoons were located all over the United States government buildings. Tobacco chewers often missed the spittoons when they spit splattering tobacco spit all over floors and walls around the spittoons. Spitting accuracy was a challenge for Members of Congress. One newspaper reporter in 1880 remarked that “*your average Congressman often disregards his spittoon and spits on the floor.*” Chewing tobacco was popular among politicians from the 1st Congress in the 1790s into the 1900s; tobacco chewing slowly gave way to chewing gum, cigars and cigarettes. The spittoons remained in the House of Representatives Chamber into the 1980s as a reminder of earlier, messier days. **John Marshall Harlan was a tobacco chewer. His spittoon made of brass was parked beneath “his velvet chair in his office”**

Franz Boas

Franz Boas



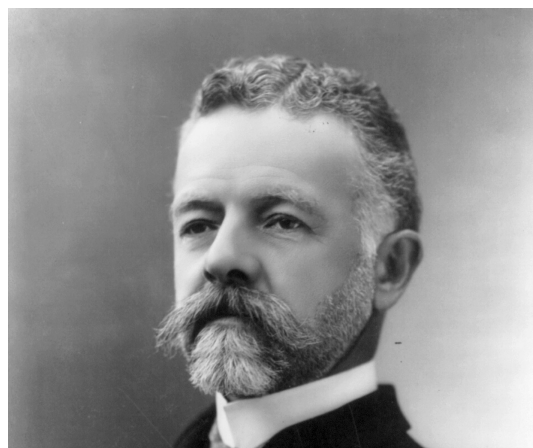
Eugenics.

**It's a theory and belief
that claims
specific nationalities
or racial groups
are more intelligent than
other races and nationalities
because of a person's
genetic makeup.**

In other words, people from some countries are more intelligent than people from other countries because of the evolution of their genes over hundreds of years. Eugenics leaders aimed to preserve the genetic superiority of specific groups of people they identified themselves with by excluding or eliminating people they judged to be inferior. In the late 19th and early 20th century, many of America's most powerful **politicians** like Republican **Senator Henry Cabot Lodge** from Massachusetts, **supported by** eminent **professors** from America's leading universities like **Harvard and Columbia** as well as popular **media outlets** like the **New York Times** and **Saturday Evening Post** used

**genetic theory
to
deny immigrants
from specific European countries
like Italy, Poland, and Russia
and**

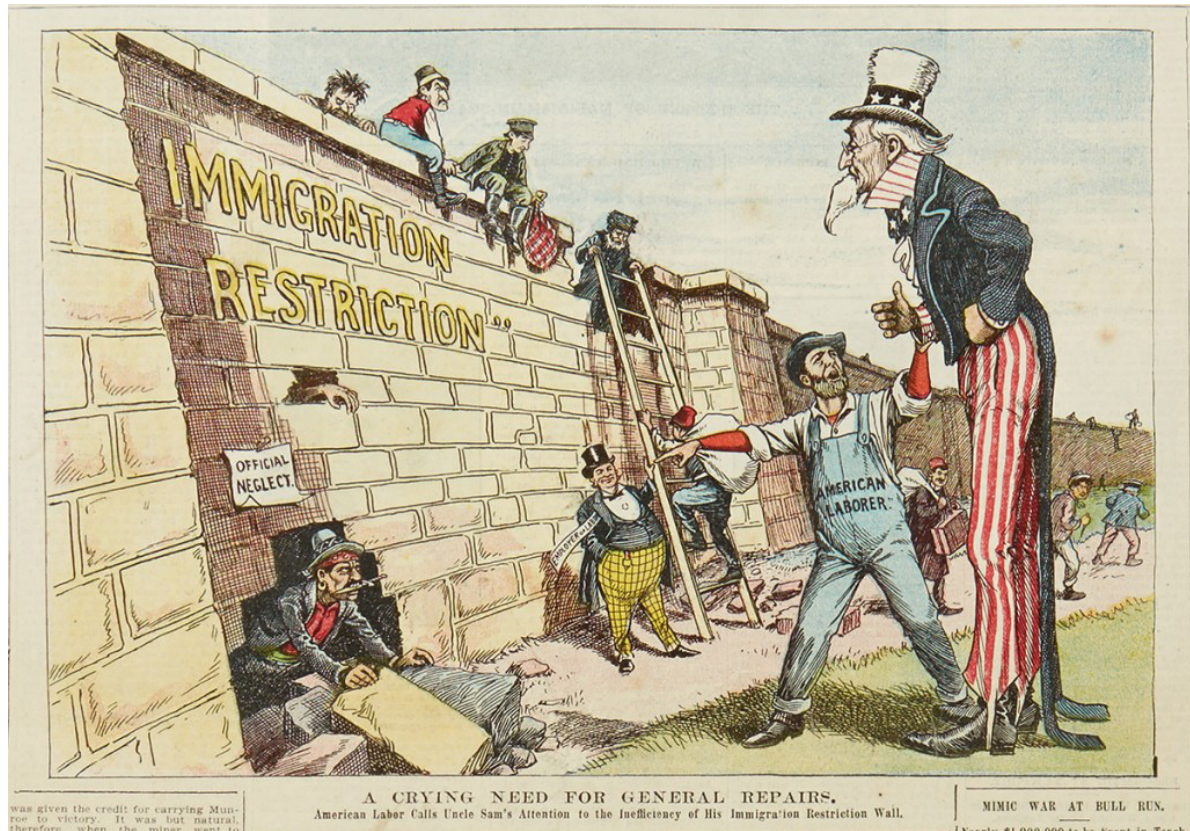
**ethnic groups like Jews
from entering the United States.**



1901 photograph of **Republican politician
Henry Cabot Lodge**

Powerful politicians like Senator Lodge, a leader of the **Immigration Restriction League**, justified their political actions restricting immigration to America from southern Italy, Poland, and Russia as well as people like Jews and Gypsies by claiming these immigrants would make America less intelligent, less prosperous, and less safe. The well known novelist, journalist, Cornell University graduate, and Pulitzer Prize winner, Kenneth Lewis Roberts, echoed these beliefs saying America must stop the "*hordes of the most undesirable people in Europe*" from entering the United States of America.

**Franz Boas
stood with few others
claiming nonsense to 'eugenics'**



Many Americans believed that allowing more immigrants to enter America would cause companies to hire immigrants rather than American citizens because immigrant workers would accept less money to do work than American citizens. Many labor union leaders, consequently, supported restrictive immigration laws.

claims of racial and ethnic superiority.

**Boas disputed the
partisan, xenophobic,
eugenic theory**

of the early 20th century. Boas's mission was proving all ethnic and racial groups of people had fundamentally **equal potential** in becoming the successful people each aspired to be. Boas claimed each individual race or ethnic group of people first needed to be understood within their unique

culture and history to fully understand their capabilities and potential for success.

**Born in 1858 in Germany,
Franz Boas emigrated
to the United States in 1887**

where he worked as a museum curator at the Smithsonian Institute. In 1899, became a

professor of Anthropology



If we were to select the most intelligent, imaginative, energetic, and emotionally stable third of mankind, all races would be present.

— Franz Boas —

AZ QUOTES

at Columbia University. Boas earned a doctorate degree in Physics. He also was a geographer. In 1889, Boas became a professor of Anthropology at Columbia University. It was his work in Anthropology which created his great legacy as **America's greatest anthropologist**.

Boas collected, segmented, and analyzed data to demonstrate

**human potential for success
is NOT determined by a person's
biology
nor genetic makeup.**

Instead, Boas presented his data to

**prove human performance,
including one's intelligence,
is the result of a person's
'culture'**

i.e. the circumstances of one's family, the community a person is raised in, and the people in their social circles; these are the principal drivers of a person's intelligence and personality. Boas believed 'culture' is the primary determinate for the differences in behavior and performance among human groups.

As a result, Boas sought to prove that different cultures cannot be ranked OBJECTIVELY as being higher or lower, or better or worse. All humans see the world through "*the lens of their own culture*," and, as a result, observe, analyze, form habits and opinions, learn, and act according to what they see and experience around them. For Boas, the field of anthropology is about understanding the way which 'culture' conditions people to be who they ultimately become.

Boas believed



Thomas Nast, a 19th century political cartoonist for Harpers Magazine, drew this cartoon **characterizing Irish Catholic immigrants** as inferior, ape like people with few redeeming qualities and, consequently, jeopardizing the security and success of late 19th century America.

science,
like ANTHROPOLOGY,
begins with
QUESTIONS,
NOT ANSWERS,

for determining TRUTH! **BIAS AND PREJUDICE HAVE NO PLACE IN SCIENCE** and, ultimately, prevents a person from determining what is 'truth'.

Boas also believed anthropologists have a responsibility to speak out on social issues. Consequently, Franz Boas was one, if not, the

first scientist
to publicly say
ALL PEOPLE are
INNATELY EQUAL,

white and black, Jews and Christians, Italians and Englishmen, etc

with the
SAME POTENTIAL
FOR PERSONAL SUCCESS;

in other words, there is no science supporting the eugenic claim of innate superiority of one race or ethnicity over another. Cultural and experiential

circumstances often determine whether a person eventually becomes the success they aspire to. Circumstances like the quality of education or experiential learning a person receives in an internship or job, the diversity of ideas a person encounters from diverse groups of people during their life and the love and nurturing a child receives during their formative years are all factors affecting a person's development and potential for personal success NOT race, ethnicity, or genetic makeup as some politicians, psychologists, eugenicists claimed.

In the early 1900s, a few

**brave psychologists like
Harold Skeels and Marie Skodak
at the Iowa Soldiers' Orphans
Home, in Davenport, Iowa,**

also challenged the claims of politically influential eugenicists of the day like Sir Francis Galton, Madison Grant, Charles Davenport, Fairfield Osborne, and Henry Goddard. **Skeels and Skodak PROVED** when people with low IQ scores who had been raised in impoverished homes with high stress levels caused by poverty, violence, or neglect were placed in stable homes with nurturing caretakers, IQ scores increased, continually, over time. Residents of the Orphans Home, previously diagnosed as 'moronic,' 'imbecilic' labeled IQ scores, saw marked increases in their

IQ scores after spending time in the homes of successful, caring, nurturing, two parent families in the Davenport, Iowa, community.

While Skeels, Skodak, and other psychologists proved IQ scores are NOT determined at birth by a person's genes and can increase by living in a positive, nurturing community which encourages questions environment changes in a person's life,

**test scores
in America
too often determined
the opportunities people had for
lifetime success.**

"During this period" writes Marilyn Brookwood in *"The Orphans of Davenport,"* **"intelligence (IQ) tests** were given to school children, immigrants arriving at Ellis Island, patients at mental institutions, prisoners, army recruits, and people considered mentally challenged. A score between 90 and 109 was labeled **average**. 110 to 119 **superior**, 120 to 139 very superior, and over 140, **genius**. At the other end of the spectrum, 80 to 90 was **low average**, 50 to 69 were called '**morons**'. These labels were used in medicine, education, and the law" and, consequently and unfortunately, often determined a child's fate at an early age. "By the end of the

1920s, most American states passed laws permitting the involuntary sterilization of people with low IQ scores, most of them poor and most of them women of low social status”

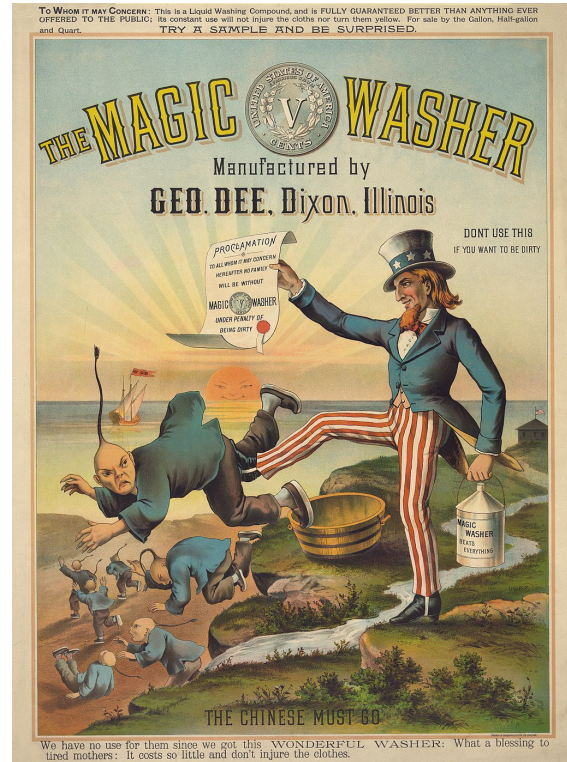
continues author Brookwood. **Lewis Terman**, a perceived expert in intelligence testing from Stanford University, claimed

“IQ tests were a beacon of light for the eugenics movement and would promote selective breeding”

In other words, couples with high IQs would be encouraged to have more children, larger families, while people with low IQs were discouraged or forcibly sterilized not to have children.

Numerous politicians embraced the **eugenics ideology** to promote restrictive immigration laws to **prevent purported ‘inferior’ immigrants from entering America**. **Republican Senator John Franklin Miller** from California submitted

the Chinese Exclusion Act, signed into law



by **President Chester A. Arthur** on May 6, 1882, preventing all Chinese immigrants from entering the United States. **The Chinese Exclusion Act** was the first and remains the only law in America enacted by the United States Congressional **politicians** that prevented all members from one specific ethnicity or nationality from entering the United States. **California Democratic Congressman Thomas J. Geary** authored an extension of the original Chinese Exclusion Act, passed by Congress on May 5th, 1892, adding additional requirements to keep Chinese from emigrating to America.

Republican Massachusetts Senator Henry Cabot Lodge authored bills to limit



Map above shows the WESTERN HEMISPHERE OF THE EARTH.

immigrants from countries in southern and eastern Europe like Italy and Greece in 1896 AND 1909. Senator Lodge became the public voice of the **Immigration Restriction League**, an organization, founded by affluent, white, Protestants (WASPS) from Boston, Massachusetts, with the purpose of preventing immigrants

from southern and eastern Europe from entering the U.S. The League believed the political and economic influence of their community, i.e. white, rich Protestants, would be threatened by immigrants from these European regions. Lodge and friends like Bostonian **John Lee**, Supreme Court Chief Justice **Oliver Wendell Holmes Jr**,

and even **Democrat President Woodrow Wilson** were complicit in the proliferation of eugenic ideology and racist laws. As a way to prevent immigrants from entering America, Lodge proposed *'literacy' tests* to be passed by immigrants before being allowed to enter America. *'Literacy'* was defined as the ability to read 30–40 words of the immigrants' native language from an ordinary book. Lodge believed, since most immigrants were poor and uneducated, *'literacy'* test passage would be very difficult and thus, would decrease the number of *'inferior'* immigrants entering the United States. Senator Lodge then proposed the

Immigration Act of 1917
(also known as **'The Literacy Act'**).

Congress soon after passed a more restrictive **Immigration Act of 1924**. The 1924 act effectively banned all immigration



1902 photograph of labor leader, Samuel Gompers

from most Asian countries and set a limit of only **165,000 TOTAL immigrants annually** to be accepted into the United States. There was an exception. IMMIGRANTS FROM COUNTRIES IN the Western Hemisphere like CANADA and MEXICO were allowed to enter the United States..

Samuel Gompers, a Jewish immigrant to America from Britain and the founder of the **American Federation of Labor Union (AFL)**, supported *The Immigration Act of 1924* to

**limit the
availability of
less expensive immigrant laborers
for America companies
to hire
rather than the more expensive
American citizen laborers**

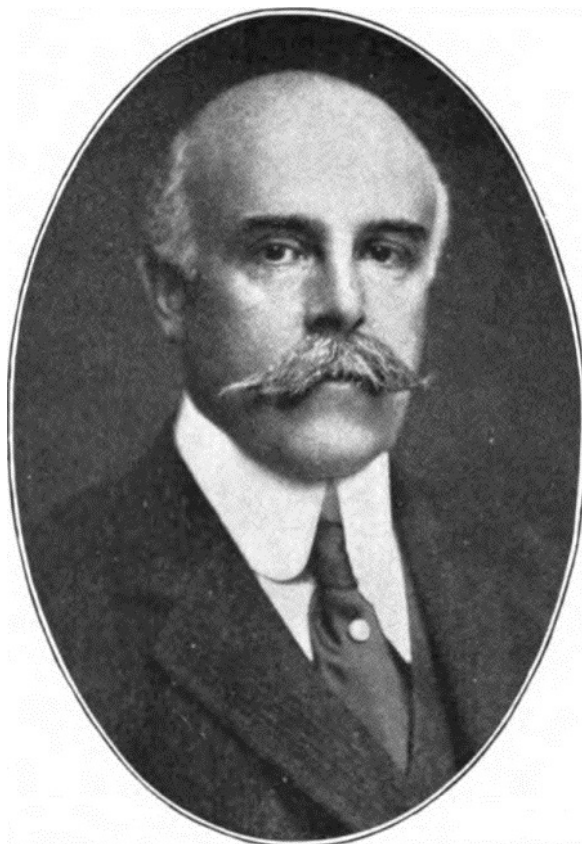
even though *The Immigration Act* would



Adolf Hitler, Germany's dictator from 1933 until his suicide in 1945.

sharply reduce the numbers of Jews allowed to enter the United States. The racist, terrorist organization known as the **Ku Klux Klan** joined the **AFL** in supporting *The Immigration Act of 1924*.

Germany's infamous Fascist leader of the 1930s and 1940s, **Adolf Hitler**, also embraced the eugenics ideology of **America's leading eugenicist, Madison Grant**. Grant's work, especially his book, *'The Passing of the Great Race'*, was considered one of the most influential works promoting scientific racism and eugenics to come out of the United States. Hitler said Grant's book, *'The Passing of the Great Race'*, admittedly became "**his bible**". Grant's book recommended segregating specific '*inferior races*' of people like '*Jews and Italians from southern Italy*' in places, **Grant called, 'ghettos'**. Eugenists contended a "Nordic race" or "Aryan" group of people from northern European countries who never marry people of inferior races and have children with mixed genes had the best genes for creating a superior race of people. Eugenists also advocated eliminating "unfit" races like Jews and Italians from southern Italy. In the United States, anti-miscegenation laws made it a crime for people to marry someone belonging to a race deemed inferior. Anti-miscegenation laws were part of a broader policy of racial segregation in the United States, mostly but not limited to, the Jim Crow states of the American South dominated by Democrat politicians. Race laws and practices in the United States

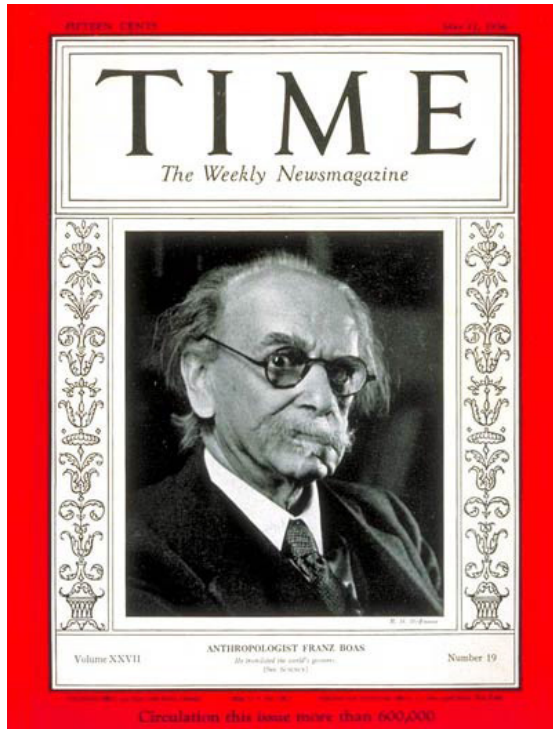


Madison Grant, born in New York City in 1865 and died in New York in 1937, was an American lawyer, writer, and zoologist known primarily for his work as a eugenicist and conservationist, an advocate of scientific racism, and as one of the leading thinkers and activists of the Progressive Era. As a eugenicist, Grant was the author of *The Passing of the Great Race* (1916), a work espousing scientific racism, and played an active role in crafting strong immigration restriction and anti-miscegenation laws in the United States.

Wikipedia

were ALSO used as models by Germany's Nazi regime of Adolf Hitler and their Nuremberg Laws which stripped German Jewish people of their previously granted German citizenship. **Adolf Hitler used Grant eugenics' ideology** to justify Nazi genocide of Jews in **concentration camps** like Auschwitz and Buchenwald and the **ghettos** of Poland.

Franz Boas and Madison Grant became bitter antagonists in the early 20th century.



Boas challenged the ideological tenants of Grant and other eugenicists. *“Boas preached with increasing vigor and confidence against racial prejudice, and consciously and actively worked to thwart the dangerous influence of Grant (‘that charlatan’) and his disciples”* writes Jonathan Spiro of Carleton College.

“Franz Boas did more to combat race prejudice than any person in history”

writes **Thomas F Gossett** in his book *“Race: The History of an Idea in America”*. Franz

Boas challenged the accuracy of Grant’s eugenic ideology by presenting data driven ‘facts’ against Grant’s intuitive, biased, partisan, eugenic’s theory.

At one point, Grant tried to retaliate by getting Boas fired from his faculty position at Columbia University.

Franz Boas was born to an affluent, well educated Jewish family in Germany which

embraced the opportunities a great education created for people.

Franz graduated from college with a physics degree before moving on to geography and, ultimately, anthropology where he made his greatest impact on his students and mankind. Boas was a workaholic, working 7 days a week and often extending his work day for 4 or 5 hours after dinner. Franz became a United States citizen in 1891.

Boas was a ‘stickler’ for data, i.e. collecting, prioritizing, segmenting, and

**objectively analyzing,
to differentiate 'fact'
from
'opinion' and 'bias.'**

'Facts' were important to Franz Boas unlike the eugenic charlatans who claimed to have the 'truth' without the facts to prove their ideology. Data driven analysis was Boas' modus operandi for refuting the baseless eugenic claims of Madison Grant, Charles Davenport, Frederick Osborn, and other influential people purporting to be the masters of truth without ever providing 'facts' to prove their ideas. According to author Daniel Okrent in his seminal book on the Eugenics Ideology of early 20th century America, "*The Guarded Gate: Bigotry, Eugenics, and the Law That Kept Two Generations of Jews, Italians, and other European Immigrants Out of America*," Boas was focused on providing well researched data to support his claims that "an individual was an independent organism shaped by his life circumstances" not simply by the genes of an individual's race or ethnicity.

**The eugenic evangelists like
Grant, Davenport, and Osborn
purported to tell the 'truth'
for making America
a greater country
when they were primarily
concerned about preserving
their influence and power.**

One of Boas's most important books is *The Mind of Primitive Man* which enunciates his theories on the history and development of **cultures**. *The Mind of Primitive Man* ends with this appeal - "I hope the data of anthropology teaches us a greater tolerance of forms of civilization different from our own.....all races have contributed in the past to cultural progress so they will be capable of advancing the **interests of mankind** if we are only willing to **give them a fair opportunity**."

Boas also wrote a letter published in the *New York Times* newspaper focused on '**tolerance**.' He writes about his love for America and America's ideals of freedom yet challenges America's belief about its own superiority over others. "I have always been of the opinion that we (America) have no right to impose our ideals upon other nations. To claim, as America often does, that our solution is the only democratic and the ideal one is a one-sided expression of Americanism. I see **no reason why we should not allow the Germans, Austrians, Chinese, and Russians, or whoever else it may be, to solve their problems in their own ways, instead of demanding that they bestow upon themselves the benefactions of our regime.**"

Franz Boas died on December 21, 1942. At the time of his death, Franz Boas had become one of the most influential and respected scientists and certainly Anthropologist of his generation.

Postscript:

Tony Award and Oscar Award winning American actor, film director and producer, national spokesman for *Boys & Girls Clubs of America*, honorary doctorate recipient from his alma mater, Fordham University, and noted philanthropist, **Denzel Washington Jr**



Denzel Washington Jr

contends **the only reason his life turned out differently than “the guys I was hanging out when I was a young man who have now done maybe 40 years combined in the penitentiary” was his**

family’s culture.

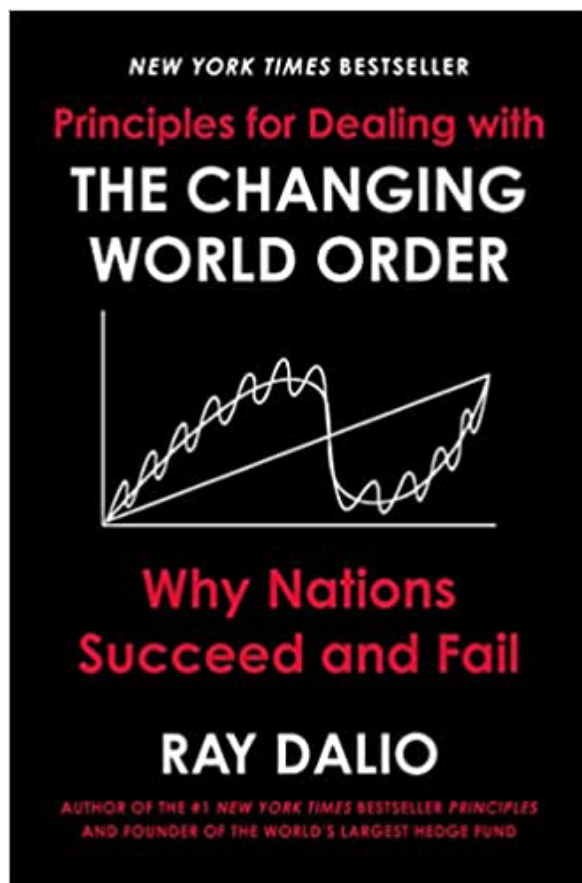
“It’s culture.

*My parents made sure I wasn’t going to do what my friends were doing. My mom made sacrifices to send me to a **great school**, the private preparatory school, Oakland Military Academy in New Windsor, New York” Washington has said. **“That decision changed my life, because I wouldn’t have survived in the direction I was going.”***

Ray Dalio, successful global investor and author of a 2021 best selling book entitled *“Principles for Dealing with The Changing World Order: Why Nations Succeed and Fail”* writes

“CULTURE IS DESTINY!”

Dalio continues *“cultural differences matter enormously”*. All communities and the people who live in them create cultures based on *“how they think reality works and they provide principles for guiding people in those cultures who they should deal with their reality and, most importantly, how they should deal with each other..... how people deal with their realities and adapt to them in their own ways is what determines a person, a community and a nation’s culture”*.



The **DATA** has been consistent about the **influence of 'culture'** on a child's development, intelligence, personality, and opportunities for lifetime success.

From the research of German American Anthropologist **Franz Boas** in the late 19th and early 20th century to the brave, pioneering studies of

psychologists **Harold Skeels** and **Marie Skodak** at the Iowa Soldiers' Orphans Home, in Davenport, Iowa, challenging the propaganda of eugenicists **Madison Grant**, **Charles Davenport**, **Frederick Osborn**, and others, all supported by politicians like **Massachusetts Republican Senator Henry Cabot Lodge**, **Democrat President Woodrow Wilson** and other politicians. More recently, 21st century professor of Child Health and Development at Harvard T.H. Chan School of Public Health and Harvard Graduate School of Education as well as a professor of Pediatrics at Harvard Medical School and Boston Children's Hospital, **Jack P. Shonkoff**, points out in his research "*virtually every aspect of early human development, from the brain's evolving circuitry to the child's capacity for empathy, is affected by the environments and experiences (culture) that are encountered in a cumulative fashion, beginning in the prenatal period and extending through the early childhood years*" affects a person's ability to maximize their potential for lifetime success, i.e. to become the successful person they aspire to be. Furthermore, noted Harvard University psychologist and neuroscientist **Charles A Nelson**, confirms in his studies that

a person **CAN overcome the effects of growing up in a disadvantaged 'culture' by changing the 'culture'.**

The evidence for overcoming the debilitating effects of a dysfunctional environment or ‘*culture*’ often begins by enrolling in a **UNIVERSALLY RECOGNIZED GREAT SCHOOL with a relevant curriculum, caring TEACHERS COMMITTED TO GREAT TEACHING AND LEARNING**, meeting and **engaging diverse people** who expand a person’s horizon of ‘*what’s possible*’, and by nurturing **mentors** who believe in them. Effective, early childhood education, a **pre-K education** in a reputable nursery school, a universally acknowledged **high quality elementary and secondary** education, traditional higher education at a reputable university with effective, measureable internship experiences OR effective **experiential learning** (apprentiships, internships) experiences teaching both hard and soft *life skills* for lifetime career success can often help families and their children challenged by the stress of poverty and other circumstances beyond their control. IQ scores can increase and, with it, a persons’ intelligence, their ability to think, reason, analyze, and make cogent decisions to maximize innate personal talents and thus opportunities for lifetime success.

More evidence comes from a January 5, 2022 article in the Providence Journal on great education’s impact on a child’s future. “*Pre-K participants have a 45% lower rate of incarceration and*

are involved in one-third fewer violent crimes. America’s prisons and jails cost \$8 billion per year. Pre-K participants are 25% less likely to receive government assistance.... Getting more students to graduate from high school has similar benefits. Nationally, 68% of inmates do not have diplomas. Merely having a high school diploma, one earns \$160 more per week than non-graduates and has a 2.5% lower unemployment rate. A high school graduate will pay roughly \$60,000 more in taxes over a lifetime than a non-graduate. For the families of high school graduates versus non-graduates, 18% fewer receive Medicaid; school lunch programs - 11% fewer; food stamps - 11% fewer; and housing assistance - 5% fewer.

it’s *not* simply attending and graduating from *any* school.

A 2019 study by Johns Hopkins University of the *Providence, Rhode Island* public school system

was an indictment of the city’s school system and its complicity in sustaining dysfunctional ‘*culture*’ with poor public school options. When speaking about ‘**schools**’, the caveat must always be be universally recognized **GREAT**



Marta Aparicio, born in Guatemalan. Emmigrated to the United States when 12 years old. Living on her own senior year while attending Hope High School. Graduated Hope High 2010. Georgetown University 2014. Columbia University MA International Studies 2021. 2022 United States Diplomatic Corps serving at the United States Embassy Vientiane, Laos.

power.”

*“Sadly, America has had one of the highest rates of childhood poverty in the developed countries. **There is a direct correlation between education and poverty.**”*

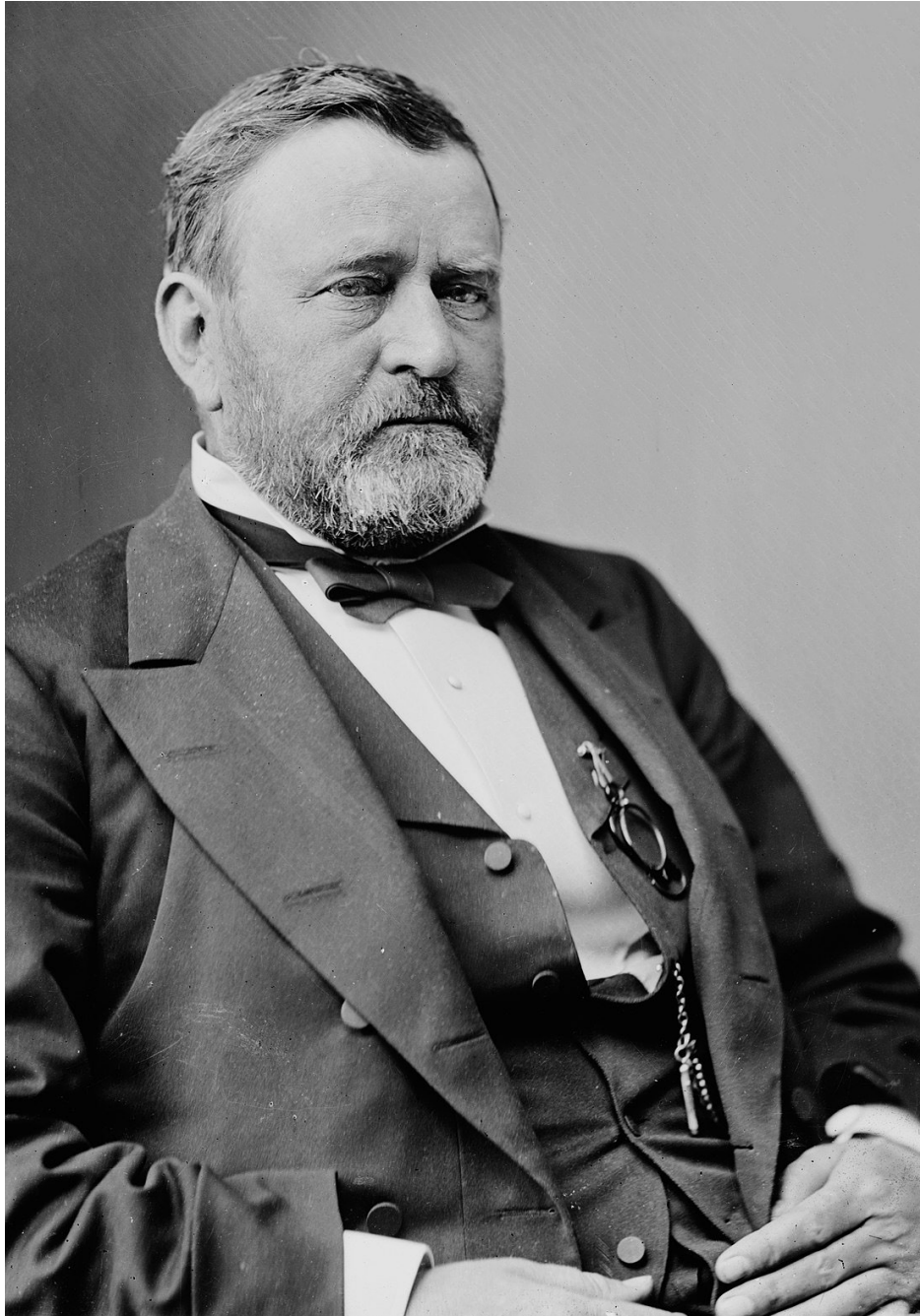
**Change the ‘culture’
and
you change a person’s
potential for lifetime success.**

SCHOOLS”!

Changing the ‘culture’ also creates fiscal change as well. The Providence Journal article continues. *“There is a huge economic impact (by providing **great** education opportunities). Part lies in reduced federal assistance and incarceration costs and part lies in increased tax contributions from higher earnings....*

“World War II destroyed most of the natural resources of both Germany and Japan. The one natural resource they were able to save was their children. By focusing on education, within two decades each country was a world

Hiram Ulysses Grant



“President Ulysses S. Grant was the vigilant, firm, impartial, and wise protector of my race (black America)”. Frederick Douglass, 1872.

**Storytelling is
an important skill
that shapes
the way people
feel about you.**

Our stories are told, not just by our words, but, arguably more so, by our actions.

**What we say and do,
how we act, even
the people we associate with
shape the perception
of our PERSONAL BRAND.**

Ulysses S Grant is a prime example of storytelling's importance.

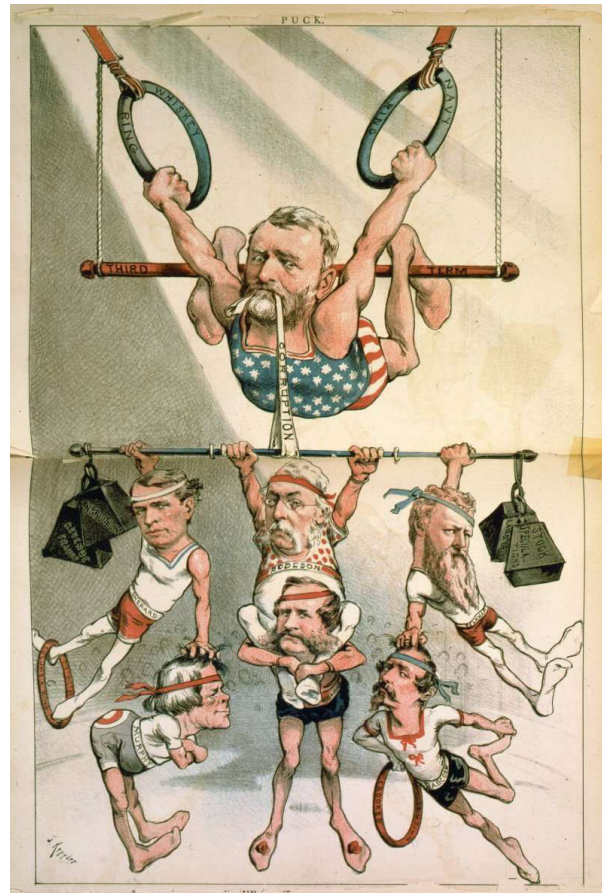
For more than 100 years during and after the Grant presidency, the

**Ulysses S. Grant BRAND
was once perceived as
unimpressive
and, regarded by many, as
a weak, ineffective President
especially in the day's
partisan media,
i.e. newspapers and magazines.**

This media wrote stories and drew cartoons about numerous men President Grant chose to serve in his administration

who were at the center of SCANDALS which led to the negative perceptions of Grant's leadership and character.

One of the



the cartoon above appeared in a popular magazine called Puck in 1880 making fun of Ulysses S. Grant's leadership while Grant campaigned for the 1880 Republican nomination for U.S. president. Grant's tenure as President for his two terms prior to 1880 were marked by corruption, specifically by the men Grant chose to be part of his administration. GRANT HIMSELF was never thought to be corrupt; it was the people he brought into his cabinet network of advisors who tarnished the GRAND PRESIDENTIAL BRAND. Grant is portrayed in this cartoon as an acrobat held aloft carrying his corrupt "cronies" or aides with a strap marked "corruption." Grant failed to win the 1880 nomination for his third term as President.

**lessons from Grant's Presidency
is our BRAND perceptions
are often created
by the people we associate with.**

While being portrayed as a weak leader in the 19th and first half of the 20th century, most people today don't know the full story of ULYSSES S GRANT and simply know his BRAND as a 'United States President', or 'President Lincoln's most trusted and successful General' during the Civil War. Others may think 'West Point graduate' or a 'heralded Mexican-American War veteran.' Even others may think Grant was 'unequivocally' the best horseman in the United States military.

But others, like 19th century civil rights leader, **Frederick Douglass**, believed Grant was an American civil rights hero at a time when few other powerful and influential voices were advocating for African American rights and protection from the oppression and violence of **Jim Crow racism**.

***"Grant,
more than any other man,
the Negro owes
their enfranchisement
(citizen rights and privileges).
In him (Grant),
the Negro found a protector"***

Douglass repeatedly affirmed. Historian **Sean Wilentz** agrees with Mr Douglass' endorsement of Grant - "*the evidence clearly shows President Grant created the most auspicious record on racial equality and civily rights of any President from Abraham Lincoln to Lyndon B. Johnson.*" Historian **Ron Chernow**, in his best selling biography of Grant, notes Douglass's acknowledgement of Grant's contribution to Black America -

***"we (black America)
as a class of people
were murdered by Democrats
while the black alliance
with Grant and
the Republican party
remained an inviolable trust"***

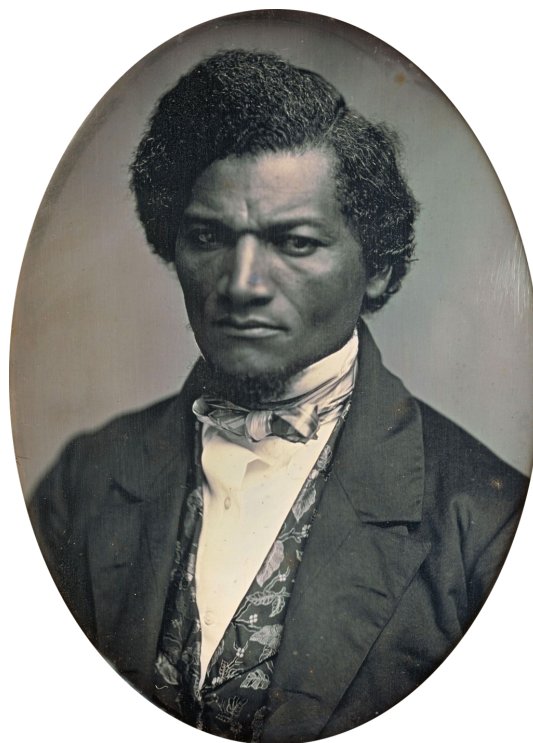


photo of Frederick Douglass when he was in his early 30s.

Hiram Ulysses Grant was born in Point Pleasant, Ohio on April 27, 1822. His father worked as a self-employed tanner and his mother stayed home to raise his three sisters and two brothers. Despite not having a lot of money, his parents believed in the value of education and found ways to send Ulysses to private schools.

Ulysses was perceived as “*shy and sensitive*” by adults. Because of his quiet demeanor, his classmates often made fun of him calling him “*Useless*”. His grades were average. He liked art, math and reading. But his special interest was ‘horses’ and he became passionate about understanding and riding them.

At the age of 17, Grant was nominated by an Ohio Congressman, Thomas Hamer, for consideration to attend the United States Military Academy at West Point, New York. Grant was accepted after passing the Academy’s entrance exam. Congressman Hamer made an error when nominating Grant for the academy by listing Grant’s first and middle names as Ulysses S Grant rather than Hiram Ulysses as listed on this birth certificate. Grant didn’t object; hence the short (5 foot), slightly hunched cadet became Ulysses S Grant.

Grant’s grades at the academy were average with a class rank of 21st out of the 39 graduates in his 1843 class. But, it was Grant’s special skill, his



Ulysses S Grant at 21 years old from one of his early military deployments

horse riding skills
that West Point military leaders
recognized would serve
the young soldier well
on future battlefields
and, in the process,
enhanced the Ulysses S Grant
BRAND.

Following graduation, Grant began serving the first of many remote assignments at various military forts over the United States to comply with the 4 year commitment required with



his education at West Point. Grant was first assigned to the Jefferson Army Barracks, St Louis, Missouri followed by assignments in Louisiana and Texas before serving with distinction during the **Mexican American War** from 1846 to 1848. Grant was opposed to the war calling it “*a most evil war*” as a powerful nation like the United States was exploiting the weakness of a country like Mexico just to expand America’s ‘*empire footprint*’. Grant spoke of

**his admiration for
the Mexican people**
*“immersing himself in their
culture, language, and the
natural beauty of their country”.*

It was during this time, Ulysses S Grant met and married **Julia Dent** in August of 1848. Grant’s military service often forced him to be away from Julia and their growing family causing a deep depression which he treated by drinking whisky. Grant credits Julia and his best

friend, John Rawlins, for helping him manage these formidable challenges in his life.

Ulysses S Grant, at the age of 32, resigned from the army on April 11, 1854.

He tried different jobs after resigning from the military from farming and real estate to logging and selling firewood, just to support his family; all UNSUCCESSFUL.

When he asked his father for a loan to pay his bills, Grant's father refused. Grant was afraid he would lose the farm his father-in-law gave him when he married Julia. Matters got so bad Grant pawned his gold watch for \$20 just to buy Christmas gifts for his children. Despite the hard times, Julia and Ulysses stayed together showing love for each other and caring for their children by providing the best education possible. Son, Frederick, enrolled at the United States Military Academy at West Point and Ulysses Jr went to Harvard College in Boston. Education was always a priority in the Grant family.

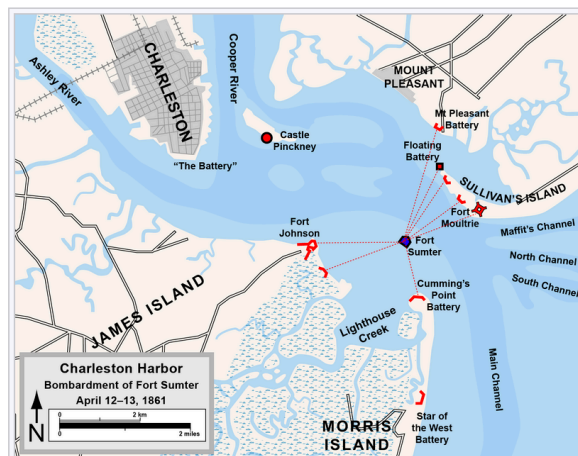
On April 12, 1861, rebel Confederate troops began bombing United States federal troops at Fort Sumter in Charleston harbor, South Carolina. 3 days later, President Lincoln called for 75,000

volunteers. Grant attended a meeting to encourage local men to join the Union army to defeat rebel armies in several states in the southern part of the United States who were fighting to preserve the right to enslave people for labor on their cotton plantations. Mississippi, Florida, Alabama, Georgia, Louisiana, and Texas followed South Carolina seceding from the United States of America to form a new country, *The Confederate States of America*. Grant was first assigned to



a painting of the Bombardment of Fort Sumter by Currier and Ives, a New York City-based printing company operating from 1835 to 1907 that designed and sold inexpensive hand-painted lithographic works based on news events.

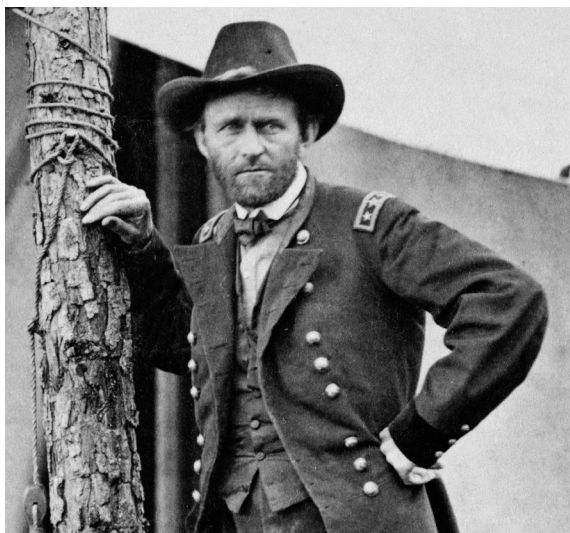
Forts of Charleston



See Fort Sumter in the middle of the map in the Harbor as bombs come from Confederate artillery positions in 1861. This map drawn by Hal Jespersen.

lead the 21st Illinois Volunteer Infantry Regiment on June 2, 1861 with the rank of colonel. By August 5, Major General **John C. Frémont**, the Union commander of the armies of the West, chose the young West Point graduate Grant instead of more senior generals to become commander of the Union forces in the District of Southeastern Missouri.

Grant's promotions reached the highest level when President Lincoln promoted Grant to Lieutenant General of all Union forces on March 2, 1864. President Lincoln was frustrated with the Union Generals who preceded Grant. Generals like George McClellan and Henry Halleck were too cautious or wouldn't attack the Confederate armies when Lincoln thought they should have. Grant was perceived as aggressive and daring and would accept the risks for being so. Lincoln regularly defended Grant from Grant's jealous detractors who criticized

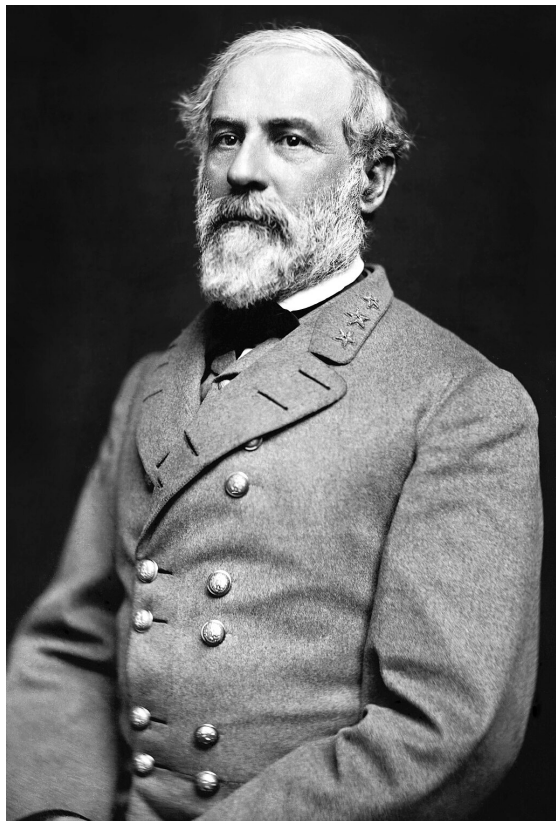


1864 photograph of Grant by famous photographer Mathew Brady

Grant when so many Union soldiers died during his aggressive attacks on the Confederate forces. Lincoln felt badly when Union soldiers died or were wounded but accepted these casualties as a necessary part of war to defeat an enemy. The President famously said, "*I can't spare this man; he fights.*" And, wins.

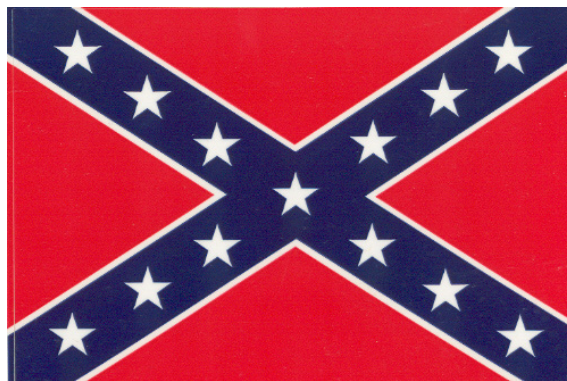
For thirteen months beginning in 1864 and into 1865, Grant pursued **Robert E. Lee**, the famous General of the Northern Virginia Confederate army, in a series of several battles in Virginia called *the Overland Campaign*. This campaign was the bloodiest in American history as 7,600 Union soldiers and 4,300 Confederate soldiers died in battle. Lee lost half of his army during the Overland Campaign. The Union army's losses, although higher in number, was a lower percentage (45%) of the total army than the Confederate percentage of their total army (50%). Moreover, the effect on the Confederate army's ability to win the war was significant because Grant could replace Union army's losses because there were more men living in the North than in the South. Lee could not replace his losses. BOTH armies

**Union and Confederate,
had a **desertion problem**; i.e.
soldiers quit and walked away
from the violence.**



General Robert E Lee - the leader of the Army of Northern Virginia—the Confederacy's most powerful army. Born January 19, 1807 – Died October 12, 1870. Graduated from the United States Military Academy at West Point in 1829 where his class rank was #2. Lee married Mary Anna Custis, great-granddaughter of George Washington's wife Martha. Lee's home in Virginia, the Arlington House also called the Curtis - Lee Mansion - was confiscated by the U.S. federal government from Robert E. Lee's family following a tax dispute over the property after the Civil War. The land around the mansion was selected to be the site of Arlington National Cemetery after the war. Following the Civil War, Lee accepted an offer to become the President of Washington College in Virginia. After Lee's death in 1870, the college changed its name to **Washington Lee University**.

Because the war was fought in the South, Confederate soldiers were more concerned about defending their families and farms rather than the institution of

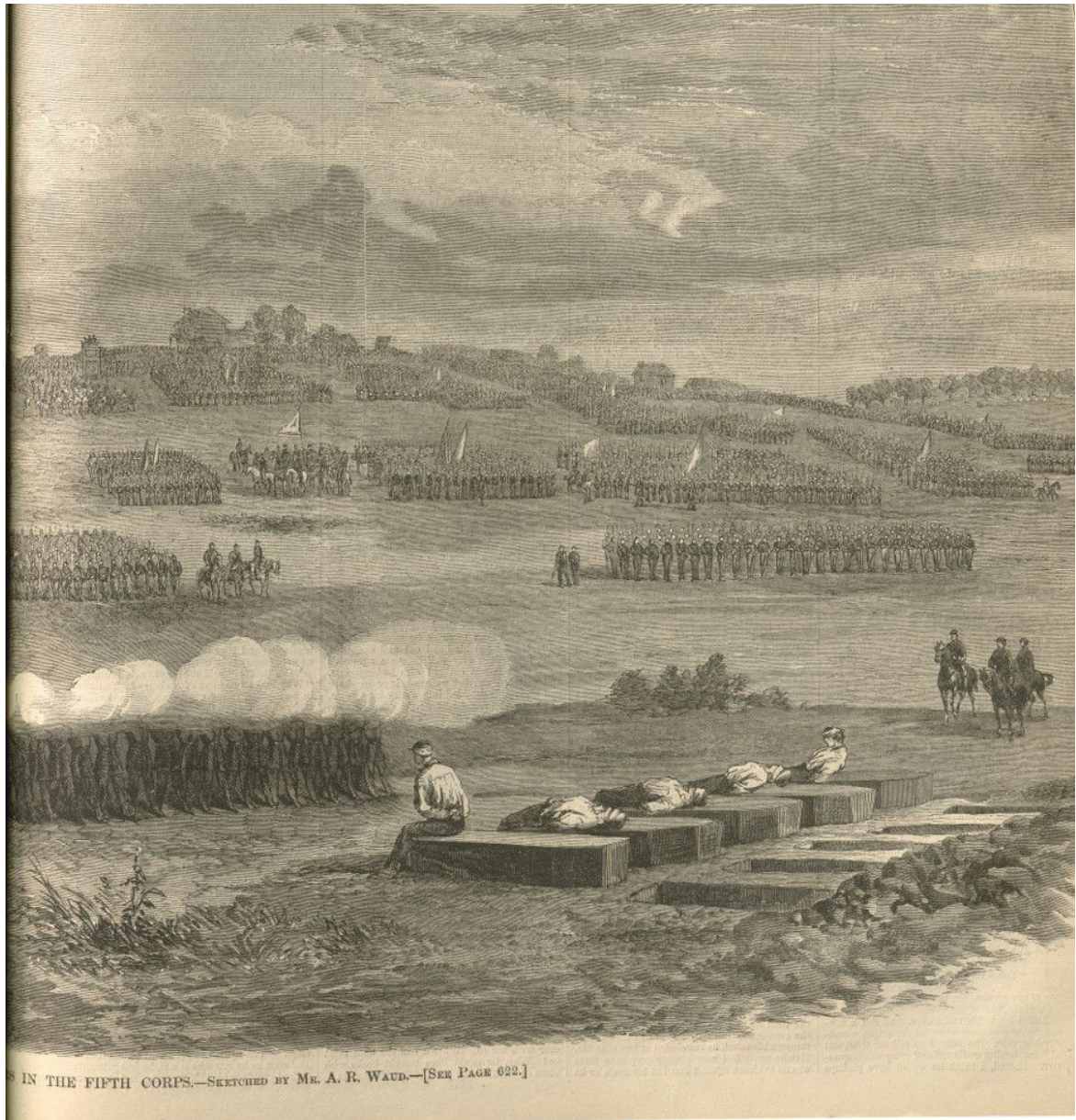


Confederate flag of the Army of Northern Virginia

slavery. Preserving the right to enslave people was the Confederacy's main focus of the war. Of the 2.5 million men who served the Union Army, 200,000 men or 8% deserted. Of the almost ONE MILLION men serving in the Confederate army, more than 100,000 or 10.5% of the total Confederate army deserted.

**If caught deserting,
a soldier could face
execution
by firing squad.**

Military leaders felt 'death' for deserters was necessary because so many men joined the army just to receive a bonus of money for joining the army. If deserters were executed, generals thought it would discourage other men from deserting in order to join another militia or army in

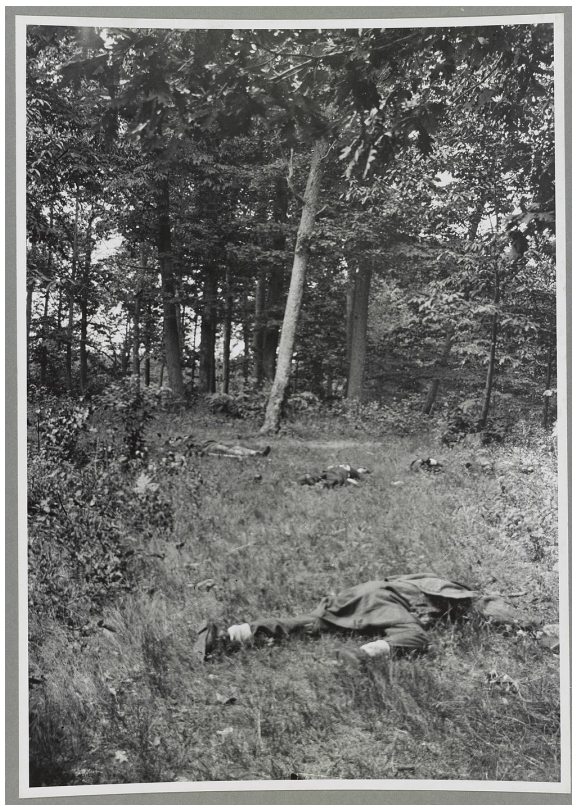


drawing and story that appeared in **Harpers Weekly magazine September 26, 1863**. “On the afternoon of August 29, 1863, the entire Fifth Corps of the Union Army of the Potomac massed at Beverly Ford, Virginia, to attend the execution of five soldiers in the Union 118th Pennsylvania Volunteer Infantry convicted of desertion. All were foreign-born, and each had enlisted to receive the bounty, but had not joined the regiment. Convicted to desertion by a court-martial on August 20th, **all were found guilty and sentenced to be shot.**”

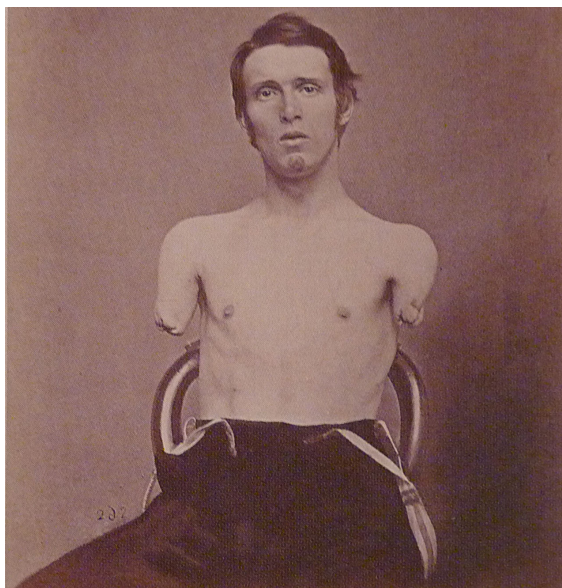
some other place in America that offered money to sign up to fight again.

On April 9, 1865, at Appomattox Court House in Virginia, Lee met with Grant to formally surrender. Grant wrote out the terms of surrender: *“each officer and man will be allowed to return to his home, not to be disturbed by U.S. authority so long as they observe their paroles and the laws where they may reside.”* Lee immediately signed the surrender document without the approval of Jefferson Davis, the President of the Confederacy. Lee asked Grant if his Confederate soldiers could keep their horses; Grant said ‘yes’. Grant told his troops not to celebrate the Union victory in front of Confederate soldiers; winning and ending the war was enough. The *“war is over; the rebels are our countrymen again.”* The remaining Confederate armies - Joseph E. Johnston’s Tennessee army surrendered on April 26, 1865, Richard Taylor’s Alabama army on May 4, and Kirby Smith’s Texas army on May 26 - finally ended the war.

**The Civil War was
the deadliest war
in American history.**



famed photojournalist Mathew Brady photograph of dead Confederate soldiers at the Battle of Bull Run, Virginia, April 1861



One in thirteen veterans were amputees. (wikipedia) Picture above shows Alfred A. Stratton lost both his arms at age 19 on 18 June 1864 by a cannon shot in the American Civil War. The amputation was performed by AS Coe. Stratton died as a father of two at the age of 29.

Altogether, over 600,000 men, Union and Confederate, died in the conflict, more than World War I and World War II combined. Estimates of Confederate military deaths during the entire war was 94,000 killed in battle, 164,000 deaths from disease, and between 25,976 deaths in Union prison camps. The total Confederate wounded was 194,026. In comparison, the number of Union military deaths was 110,100 killed in battle, 224,580 deaths from disease, and 30,218 deaths in Confederate prison camps. The estimated figure for Union Army wounded was 275,174.

**After the Civil War,
Grant's BRAND was
perceived as a
NATIONAL HERO LEADER.**

He decided to take advantage of his popular BRAND by

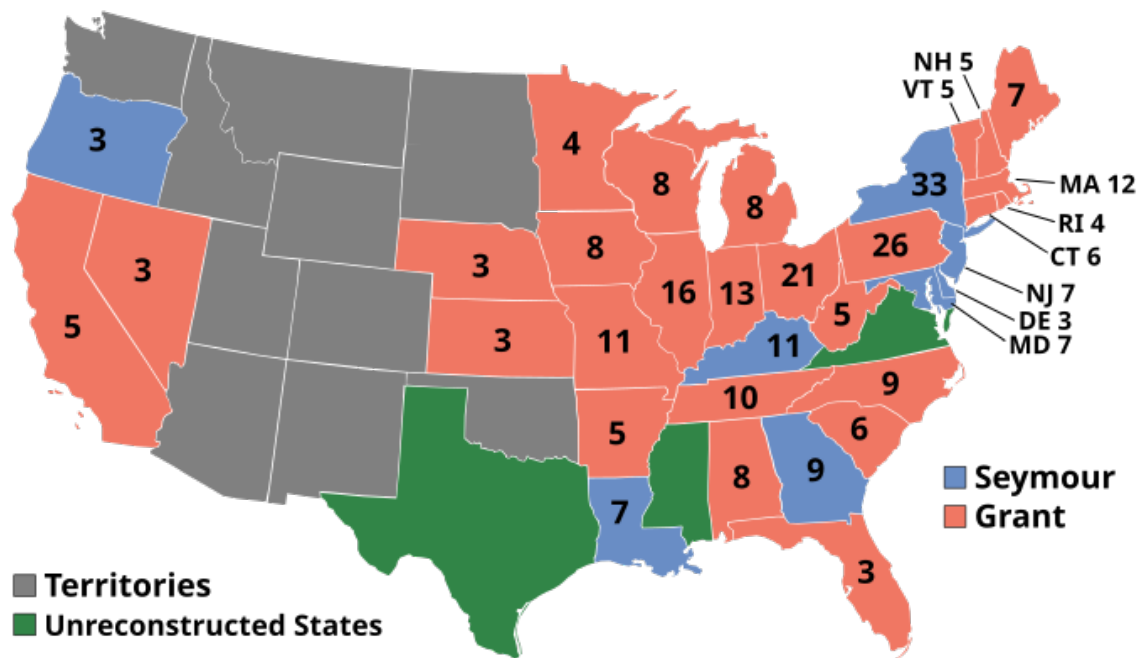
**accepting the Republican Party's
nomination for President
in the Election of 1868.**

Grant had the support of most Republicans and the national media.

**Having the support of
most of America's
newspapers and magazines
was a significant advantage for
the GRANT BRAND
and
Grant's Presidential aspirations.**

The Democrat Party, at the time, was composed of frustrated and angry former Confederate leaders as well as some Democrats living in states in the North and a few disenchanted northern Republican party members. The Democrats chose not to support the **Democrat former President, Andrew Johnson**, who succeeded Lincoln after Lincoln's assassination by the actor John Wilkes Booth on April 14, 1865 at 10:15pm during a theatre performance at Ford's Theatre in Washington, D.C. Johnson had been **impeached** but not replaced as President. The Democrats chose Horatio Seymour, Governor of New York from 1853 to 1854 and from 1863 to 1864, to run against Grant.

At the 1868 Republican National Convention, the delegates **unanimously** nominated Grant for President with Speaker of the House Schuyler Colfax as his vice president. Grant had preferred to remain in the army but he accepted the Republican nomination "*because he felt he was the best person to unify the nation*". **Grant's platform** focused on



the 1868 Presidential election results above. Red denotes states won by Grant/Colfax, blue denotes those won by Seymour/Blair, and green denotes those states that had not yet been restored to the Union and which were therefore ineligible to vote. Numbers indicate the number of electoral votes allotted to each state.

#1) ending hard feelings between the people living in the northern states AND people living in the former Confederate states **#2)** protecting the voting and property rights of Black Americans, **#3)** helping Native American Indians deal with their hardships adjusting to new locations in America they had been forced to relocate to after being forced out of their ancestral lands across America by white settlers and the United States army **#4)** paying the debt incurred by the federal government fighting the Civil War. The Democrat Party, that nominated Horatio Seymour for the Presidency and Francis P. Blair of Missouri as his vice president, opposed voting rights for African Americans and advocated for the return of former Confederate states

into the Union with amnesty /pardon for "ALL past political offenses".

Grant won the popular vote and the Electoral College votes in a landslide victory of 214 electoral votes to Seymour's electoral 80 votes to win the Presidency in 1868.

Grant's success was aided by 500,000 votes cast by black voters giving him 52.7% of the popular vote. Seymour won the states of Louisiana and Georgia because **the white, terrorist group, Ku Klux Klan,** threatened African-Americans with violence to prevent them

from voting in the 1868 Election. At the age of 46, Grant became the youngest president in American history.

President Grant met with prominent black leaders

and then signed a bill into law, on March 18, 1869, guaranteeing equal rights to blacks to serve on juries and hold public office, in America's capital city, Washington D.C. Grant then signed into law the *Naturalization Act* in 1870 that enabled Blacks born in foreign countries to become American citizens. Grant also empowered John Creswell, his choice to lead the US Post Office, to appoint a significant number of African-American men and women to work in the post offices throughout America. Then, in 1870, to enforce Reconstruction rules, especially in the cities in former Confederate states which threatened the lives and rights of black people, Grant and the Republican party dominated Congress created the federal **Justice Department** that gave the leader of this federal department, the Attorney General, the power to prosecute the **Ku Klux Klan**. Congress and Grant also passed 3 civil rights *Enforcement Acts* between 1870 and 1871 giving more power to Grant's government to protect blacks and the Reconstruction policies he put in place in many former Confederate cities in the South. These ACTS protected newly freed, blackmen's right to vote, hold office, serve on juries,



Drawing of a **Ku Klux Klan** group in North Carolina in 1870 based on a photograph taken under the direction of deputy U.S. marshal J. G. Hester who then seized the disguises of the North Carolinian Klansmen while these Klan members were intimidating a white Republican, John A. Campbell. The first Klan group was founded as a friendly, non-violent social club in Pulaski, Tennessee, on December 24, 1865, by six former officers of the Confederate army. **HOWEVER**, in 1867, the group's purpose changed to '*white supremacy*' **hate group** and spread their animus throughout the former Confederate states as a rebellion movement against black people, Jews and Catholics and President Grant and the Republican Party's Reconstruction plan giving Black Americans rights and protection from the former Confederate, Democrat Party politicians still having political power and influence in southern states. (wikipedia)

and receive equal protection as whites under the law. Most importantly, the ACTS authorized federal troops to intervene when states did not follow the rules of Reconstruction. Reconstruction policies, supported by the Republican majority in Congress and objected to by the Democrat Party in Congress, allowed African Americans to run for and be elected to serve in their local, state, and national governments.

**No woman,
white or black,
could vote in America
at this time**

Black men serving in their local, state, and the federal government was a dramatic change in the United States of America. Before these laws were put in place in 1867, no African American in the states of the South held any political office. Within three or four years, 15% of all the people in their local, state and federal governments in southern, former Confederate states were Black.

In 1869, President Grant began a campaign to have the Dominican Republic, then called Santo Domingo, become a state in the United States of America.

Grant believed the United States would be good for America and the Dominican Republic (DR). Both countries would benefit from the natural resource wealth (gold, silver, amber, larimar, nickel, bauxite, coal, tin, marble, salt, gypsum, and stone) in the Dominican Republic with more jobs and mining fees for DR while America could use these important minerals in American factories in the emerging Industrial Economy of America. DR's location would also provide a key location for a US Naval base to protect America from aggressive nations, like England, which could threaten American shipping in the Caribbean Sea. Grant believed the island could stop increased slavery in Cuba and Brazil as well as giving freed American slaves a safe place

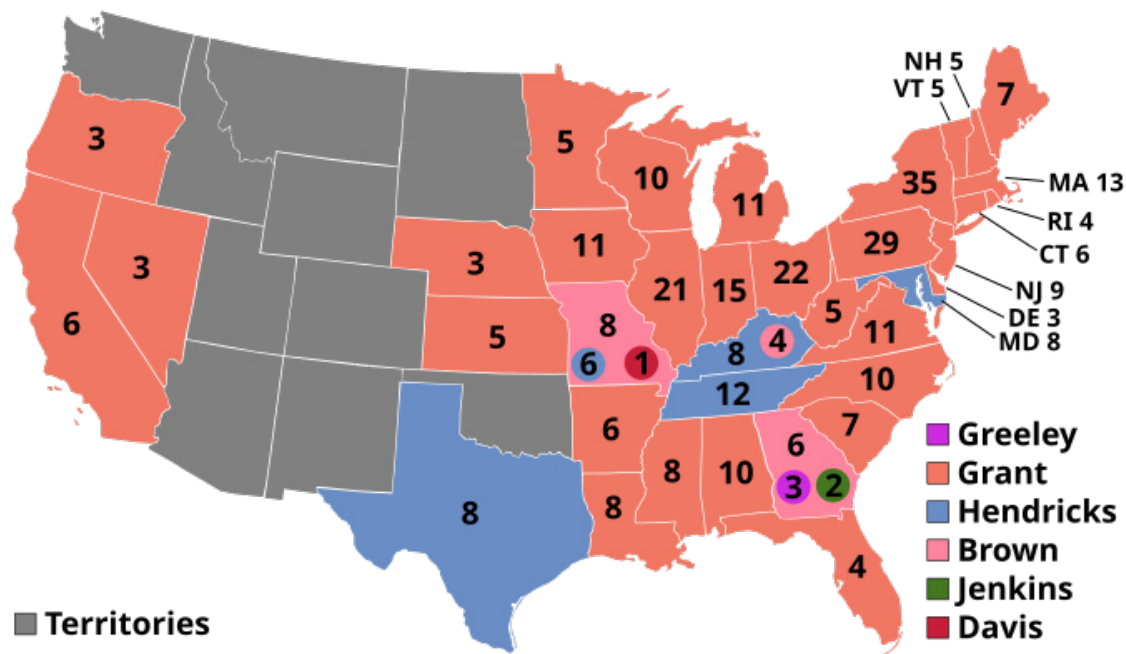
to live from violent crimes perpetrated by the **Ku Klux Klan** and endorsed by former Confederates, now Democrat politicians, in positions of power and influence in the former Confederate Southern States of America. Grant's statehood for DR idea was accepted and supported by **Buenaventura Báez, the president of the Dominican Republic**. United States military leaders and most Republicans supported Grant's proposal too. However, Grant's plan was stopped by powerful Massachusetts *Liberal Republican* Party Senator and political enemy of Grant, **Charles Sumner**. Despite the power and influence of Grant's BRAND at this time, the Sumner influenced Senate defeated Grant's proposed plan. Grant was furious with Sumner!

The popular President Grant ran for re-election in 1872.

Grant was unanimously re-nominated by the Republican Party and won the 1872 Presidential Election.

It was during

Grant's 2nd Presidential term the perception of the GRANT BRAND changed, for the worse,



1872 Presidential election results map. Red denotes states won by **Republican Ulysses S Grant**, purple denotes electoral votes won by **Democrat endorsed Liberal Republican Horace Greeley**. **When Greeley died before the election**, many other Democrats pledged their electoral votes for Democrat **Thomas Hendricks**, popular Indian governor; electoral votes for Hendricks in blue. Pink denotes states voting for won by Democrat **Benjamin Gratz Brown**, U.S. Senator, the 20th Governor of Missouri, and the Liberal Republican and Democratic Party vice presidential candidate in the presidential election of 1872. Green denotes electoral votes for **Charles Jones Jenkins** who was once the Attorney General of Georgia from 1831 to 1834 before becoming Governor of Georgia from December 14, 1865 to January 13, 1868. Dark red denotes those electoral votes won by **Charles David Davis**, once a U.S. senator from Illinois and associate justice of the United States Supreme Court. He also served as Abraham Lincoln's campaign manager at the 1860 Republican National Convention. Numbers on this map indicate the number of electoral votes allotted to each state. The numbers in a circle within a state reveal the # of electoral votes for all the candidates in the 1872 Election. See Georgia and Kentucky for examples.

**because of numerous incidents
of bribes and wrongdoing by
Grant's closest associates.**

The scandals were numerous - **Credit Mobilier, Black Friday (also called the Gold Panic), the Whiskey Ring, New York Custom House, Star Route Postal Routes, Sanborn Incident, and the Trader Post Ring** - and Grant's friends were consistently connected to them.

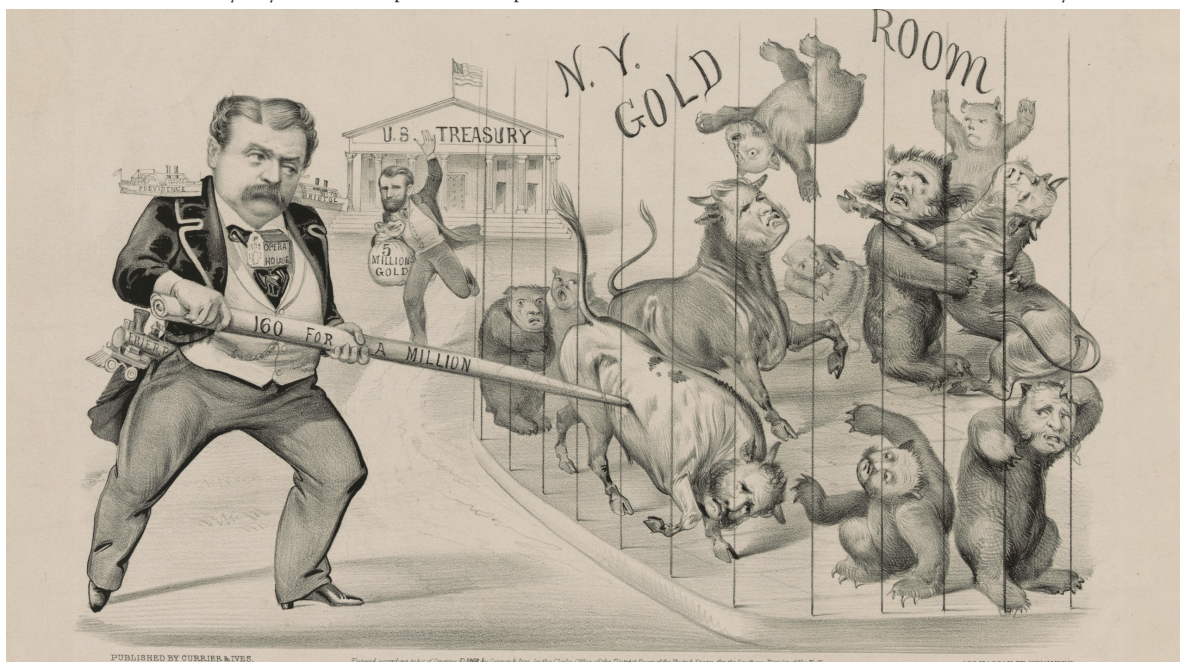
President Grant was never accused of any wrongdoing or being connected to any of these or other scandals. But,

**because his *'friends'*
were involved,
Grant's BRAND was damaged;
'guilt by association'.**



These are the villains of the **Black Friday GOLD Swindle / Panic** who damaged the United States economy especially farmers whose prices for their crops and produce dropped. Farmers were already struggling with paying their loans / debt.

left to right: President Grant's brother in law, **Abel Rathbone Corbin**, **Jim "Big Jim" Fisk**, an American stockbroker and corporate executive who has been referred to as one of the "robber barons" of the **Gilded Age**; and **Jay Gould**, an American railroad owner and financial speculator / investor who founded the Gould business dynasty. Gould's unscrupulous business practices made him one of the wealthiest men of the late nineteenth century.



A **Thomas Nast** cartoon above shows an investor named **Jim Fisk** who tried to **illegally fix the price of gold** so he and his corrupt partners, namely Jay Gould and **President Grant's brother in law, Abel Corbin**, could make a lot of money. Gould, Fisk and Corbin tried to buy as much gold as they could so there would be less gold available for everyone else to buy. When there is **less** of any popular item, like gold, the **price to buy it goes up**. When there is **more** of a popular item, the **price to buy it decreases**. This is basic economics - the 'supply and demand' principal. Once the price of gold increased, Fisk and Gould planned to sell their gold at the much higher price than when they bought it to make a lot of money. Fisk and Gould bought gold at \$137 per one ounce; they bought so much, the price of an ounce of gold increased to \$160 per ounce. However, President Grant found out what Fisk was doing, he told the US Treasury department to sell a lot of government gold to increase the supply which lowered the price of gold to \$132 per ounce. The price of gold dropped suddenly because it was no longer scarce. Fisk and friends lost lots of money. Jay Gould in particular lost more than \$100,000 in two days. \$100,000 in 1869 is equivalent to approximately \$2.31 million in 2023. **This episode in history was called Black Friday**. Business people and especially farmers got hurt. Many farmers were in debt, and they often had to repay their loans in gold or with money that was backed by gold. When Gould and Fisk initially drove up the price of gold, it effectively increased the value of farmers' debts. **Images like this Thomas Nast cartoon damaged the GRANT BRAND** by suggesting President Grant may have been part of his brother in law Corbin's unethical actions and that he was not a good enough leader to prevent this kind of illegal operation.

President Grant's BRAND never recovered. Despite his perceived personal honesty / integrity and his unwavering commitment to help Black and Native Indian Americans recover from the abuses perpetrated by white America, the corruption among his associates and government appointees overcame his good deeds and ultimately tarnished his BRAND. This negative perspective of the GRANT BRAND led many to consider the Grant presidency synonymous with theft, cheating, and scandal. Despite the agreed upon integrity of the man, Ulysses S. Grant, the corruption among his associates and the people he appointed to positions in his administration definitely damaged his BRAND and lead many to perceive the Grant presidency as one of *'bribes, kickbacks, 'dirty deeds,' payoffs, graft and scandal'*.

At the end of Grant's second term as President in 1876, President Grant said he was glad to leave the American Presidency to begin a new life. Ulysses and his wife, Julia, began a national tour of America followed by a world tour using money from his investment in a Nevada mining company.

**The Grants had little income.
There was no federal pension
(retirement payments)
for a President
like today's Presidents receive.**

(President Obama receives an annual President pension of \$226,300 as of January 2022).

Because Grant's world tour cost more than he expected, he had little income to live on. When wealthy friends found out about his lack of money, they bought him a house on New York City's (Manhattan) Upper East Side.

A political friend, **Roscoe Conkling** nominated Grant at the Republican Party convention to be the Republican Party candidate for the 1880 Presidential Election. Initially, there were more Republican Party delegates supporting Grant than any other candidate, but not enough to secure a majority vote to win the nomination. **James Garfield** eventually became the Republican nominee.

In 1883,

**Grant invested his money
in a startup
Wall Street investment company
started by his son,**

Buck (Ulysses S Grant Jr), and an investor who later proved to be a thief and a swindler named Ferdinand Ward. Grant's son's investment company soon had financial problems.

**Ulysses S Grant borrowed
\$150,000
from William Henry Vanderbilt
to pay Buck's company debts.**
(\$150,000 in 1883 is equivalent to \$2.7 million in 2023)

But, the company soon went bankrupt and closed. William Henry

**Vanderbilt, offered
to forgive the loan to Grant, but
Grant refused.
He paid Vanderbilt as much as
he could**

over the years while Vanderbilt allowed Grant to live in the Grant house.

In the summer of

**1884, Grant complained of
a sore throat
but put off seeing a doctor**

until late October, when he learned

**it was cancer,
possibly caused by
his frequent cigar smoking.**



Grant admitted to smoking 12 cigars a day.

Grant was poor, nearly penniless and

**worried about his wife
having enough money to live
after his death.**

He approached *The Century Magazine* to

**write multiple articles
about his Civil War battles
for \$500
per story written.**

(equivalent to \$17,000 in 2023)

The articles were popular and well received by critics. The Magazine editor, Robert Underwood Johnson, suggested to Grant he write a 'memoir,' as Union General Sherman had successfully done. The magazine offered Grant a book contract that would pay Grant a **10% royalty**. However, the most influential

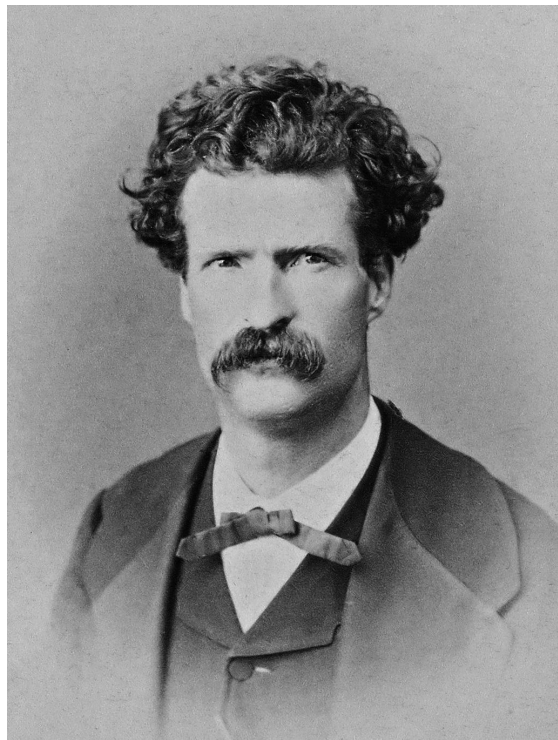


photo of Mark Twain in 1867

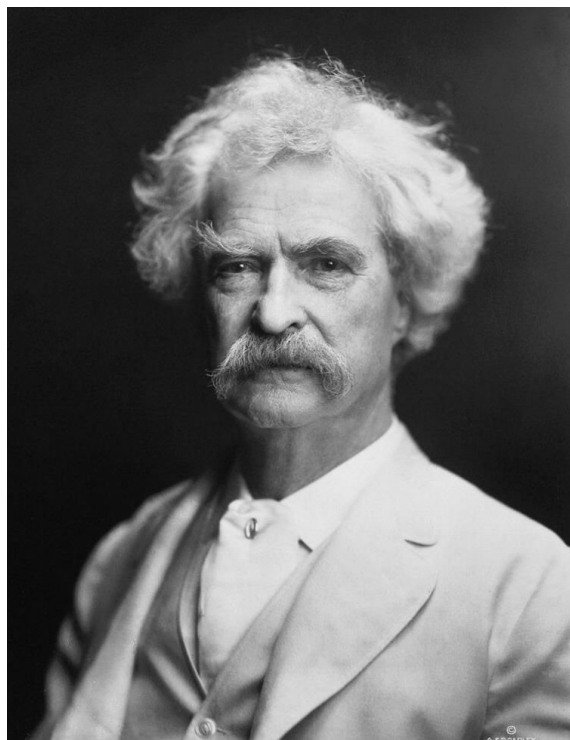


photo of Mark Twain in 1907

person in the **Grant NETWORK** was his close friend and literary genius,

Mark Twain.

Twain knew Grant's desperate financial situation,
and
offered to help Grant
publish the *Grant Memoir*
and then pay Grant
an unheard commission / royalty
of 70%!!!

A '**royalty payment**' is
money paid to

**someone who has created a
song, book, video, etc.
every time the
book, song, video, etc
is purchased / used by someone.**

Most royalty payments had been MUCH, MUCH LESS than 70%. Furthermore, Twain used his respected international BRAND and **marketing** expertise to promote Grant's 2 volume book. According to Wikipedia, '*Twain moved into Grant's New York City home to help Grant write this Memoir. Twain was literally at Grant's side while the dying former President and Civil War hero wrote about his life. Twain provided*



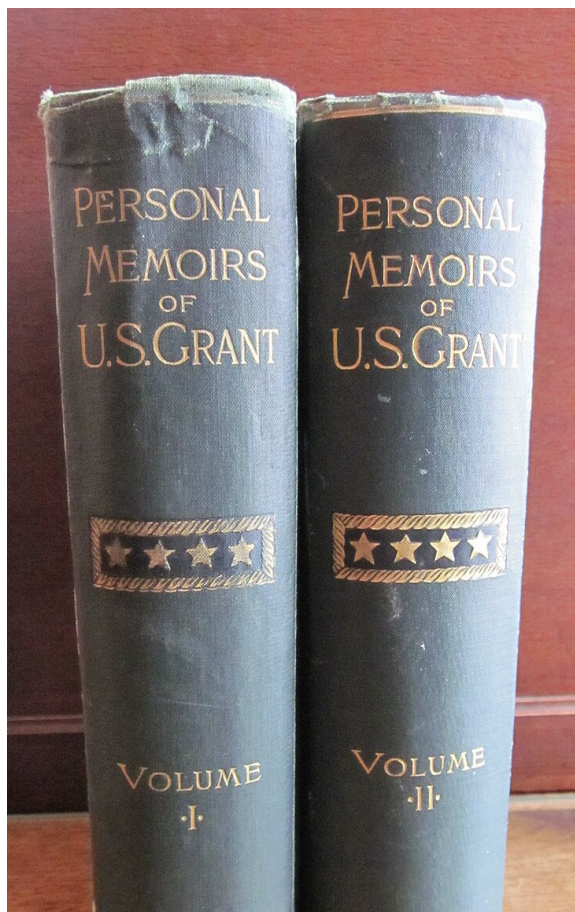
Grant working on his memoirs, less than a month before his death

guidance and editing at all stages of the book, often offering advice page-by-page as he sat next to his furiously writing friend who was trying to finish his story before cancer ended his life. Despite his worsening condition and the constant pain, Grant wrote tirelessly completing 25 to 50 pages a day! During the evenings Twain would read all pages written by Grant and made suggestions to improve the books consistency and readability. Twain's evening readings often amounted to an astonishing fifty pages of the book, an amazing pace for the amount and pain and suffering Grant was enduring. Grant maintained this pace for more than four months because of his focus on taking care of the financial concerns he

had for his wife, Julia, after his death."

Grant's Memoir was published by Mark Twain's publishing company, Charles L. Webster & Company.

Grant worked intensely on his memoirs in New York City night and day. His former army assistant, Adam Badeau, helped Grant with the research, while his son, Frederick, located documents as well as doing 'fact - checking' to ensure



original editions of Grant Memoir.

The first volume was released in 1885, and the second volume was published in 1886.

the accuracy of what the former Civil War General and President was writing. Because of the intense summer heat and humidity in his New York City home, Grant's doctors recommended that he move north to a cottage at the top of Mount McGregor for cooler temperatures in Saratoga County, New York state that had been offered by a family friend.

Book royalties provided Julia Grant with a long-standing, comfortable, income for the rest of her life. Moreover,

the STORYTELLING in the Grant 'Memoir' provided Ulysses S Grant an opportunity to correct partisan, inaccurate perceptions of the GRANT BRAND and ensure a positive LEGACY for the GRANT BRAND.

Grant wrote to clarify his PRIORITIES before, during and after his Presidency.

Grant wrote about his commitment to protect the rights of African Americans

and his efforts to enforce Reconstruction

policies which tried to protect African American rights throughout the country especially in the former Confederate states of the

South then controlled by former Confederate, Democrat Party politicians

trying to bring back slavery to their states. Grant reflected on the importance of the Civil War in ending slavery and expressed his belief in the necessity of integrating freed slaves into American society as EQUAL citizens. He also addressed the challenges and opposition by some politicians and the KLAN to implement these civil rights policies.

Grant also wrote about his support for American Indians

and protect them from the continuous arrival of white settlers taking their ancestral lands as well as the violent conflicts with the US Army and white settlers. Grant focused his Indian policies on providing schools and education to help Indians assimilate into the changing American society. He believed in treating Native Americans with fairness and sought to place them on reservations where they could receive education and training. Grant did acknowledge the difficulties and good and bad results of

these efforts in his *Memoir*.

President Ulysses S Grant also understood the dangers of excessive borrowing of money and growing, unsustainable DEBT.

Grant's *Memoir* covers his policies as President after the Civil War to reduce the national debt. Grant focused on making sure

the federal government spent less money.

Between 1869 and 1871, United States Treasury Director, Boutwell, enacted **GRANT policies that reduced federal spending from \$322 MILLION to \$292 MILLION dollars**; as a result,

the NATIONAL DEBT decreased from \$2.5 BILLION TO \$2.2 BILLION!

The amount of money the government collected in taxes grew during the Grant Presidency by \$108 million - that

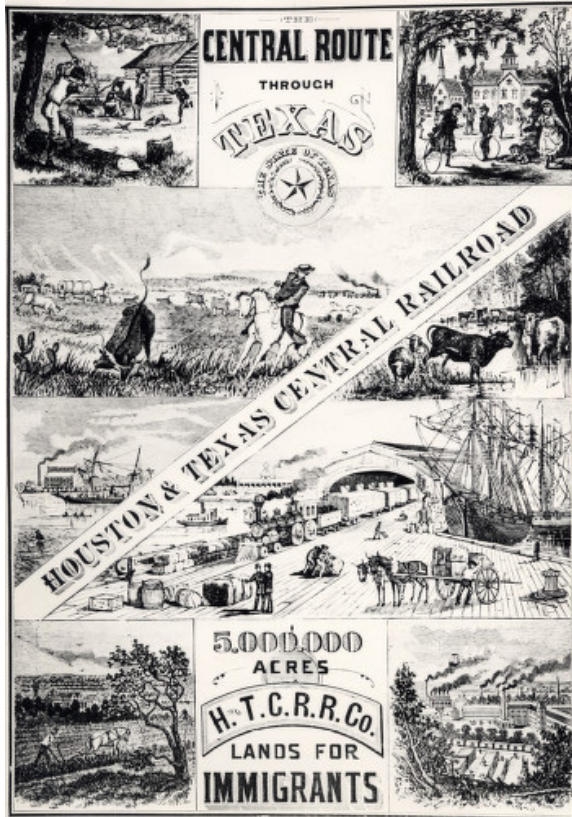
amount would be equivalent to \$2.45 billion in 2022. Despite accusations of the Grant corrupt administration, he did appoint some smart, ethical people like George S. Boutwell who improved tax collection. At the same time,

the United States economy grew. Railroads

were being built across America. The **American economy** was

changing from people working on farms to an industrial economy, located in American cities, with people working in newly constructed factories

to make things. New **factories** produced steel and iron for building **railroads, bridges**, and buildings as well as **steam engines, rail tracks, locomotives, train cars, agricultural equipment** like plows and reapers, and machines for factories; factories produced **cloth to make clothing**, and other **textiles, furniture, household items**, and **tools**. The textile industry was one of the earliest and most significant industries in the post-war period; factories also **processed food**, including **canned goods, flour**, and other **packaged foods**. Processed and packaged food helped meet the needs of an increasing number of people moving



IMMIGRANT NOTES: Advertisements, like the one shown above, offered cheap farm land to immigrants who would move to specific areas, like Texas, in America. **Italians** emigrated to cities on the East Coast of America like New York. 5 million **Germans** emigrated to the United States, which peaked between 1881 and 1885, primarily in cities like Milwaukee, Chicago, St. Louis, Cincinnati, Pittsburg and the lower east side of New York City. Between 1820 and 1930, 3.5 million British and 4.5 million Irish entered America. Before 1845, most Irish immigrants had been Protestants. After 1845, **Irish Catholics** began arriving because of Ireland's Great Potato Famine. Irish and German Catholic immigration was opposed in the 1850s by some American politicians who *were afraid America was being overwhelmed by Catholic immigrants, who were often perceived as hostile to American values and controlled by the Pope* in Rome. Immigration increased after 1880 when larger steam-powered ships replaced sailing ships for the journey across the Atlantic Ocean from Europe to America and steamships had cheaper fares than sailing ships. Railroad expansion in Europe also made it easier for people to reach ports to board ships for the transatlantic voyage to America. More than 23 million people emigrated to the United States between 1880 and 1930 alone. By the **1890s, many Americans, particularly from the ranks of the well-off, white, and born in America, considered immigration DANGEROUS to America's health and security.** In 1893 a group formed the Immigration Restriction League began to put pressure on politicians in Congress to cut back the number of immigrants coming to America. (wikipedia)

to cities to work in new factories. More jobs, more people making AND spending money.

As Grant's Republican administration paid down the national debt, they reduced interest payments on government loans thus allowing the government to spend money on government priorities

like education and Indian American and Black American support.

On July 18, 1885, Grant finished his memoir which includes the events of his life, the Civil War and his Presidency.

The *Personal Memoirs of U. S. Grant* was a critical and commercial success.

Julia Grant eventually received about \$450,000 in royalties

(equivalent to \$15,300,000 in 2023).

The memoir was and continues to be highly regarded by the public, military historians, and literary critics.

Mission accomplished -

Julia Grant received
enough **money to provide**
a good life after
the President's death.

Secondly,
Grant had an opportunity to
TELL HIS STORY
which eventually, over time,
overcame partisan,
often untrue stories
about the man, **Ulysses S Grant,**
and his BRAND.

President Ulysses S Grant died at 8:08
a.m. in a cottage located in Mount
McGregor, Saratoga County, northern
New York state, on July 23, 1885.

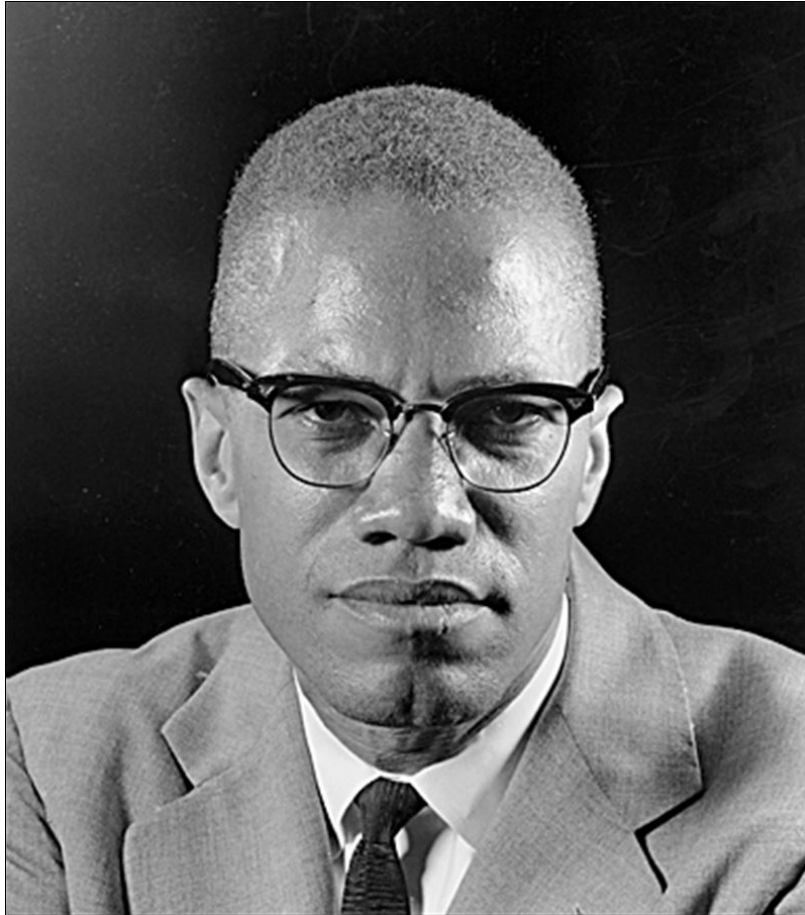


Grant's body resides in Riverside Park, Manhattan, New York City in the
General Grant National Memorial, known as "Grant's Tomb", the largest
mausoleum in North America on April 17, 1897.

Please ask yourself today -

what are you doing **NOW** to
TELL YOUR STORY
with your words, actions,
people in your network,
and
on social media,
to **create**
a positive, lasting BRAND
that
OPENS rather than **CLOSES**
doors of opportunity
for
YOUR ***LIFETIME SUCCESS?***

Malcolm X



*“My Alma Mater was **books**, a good library... I could spend the rest of my life **reading**, just satisfying my **curiosity**..... **Education** is the passport to the future, for tomorrow belongs to those who prepare for it today..... “Without **education**, you are not going anywhere in this world.”* Malcolm X

2020 Top Rated 25 Schools In Rhode Island

Niche.com, which specializes in different types of ranking including schools, has ranked both public and private schools in Rhode Island. This list includes both private and public schools and also includes elementary, middle and high schools all in the same list. Please note that this is not a ranking, but a search list, where you can see and compare all schools grouped together, organized by Overall Grade. All of the schools included in the list below received top marks from the website, earning grades ranging from A+ to B+. Niche arrives at the rankings by compiling user reviews and data from the U.S. Department of Education, including grades, culture and diversity, health and safety, sports and more.

The Wheeler School, Providence

Nayatt School, Barrington

Moses Brown School, Providence

Barrington Middle School

St. George's School, Middletown

Classical High School

Lincoln School, Providence

Bishop Hendricken High School, Warwick

Portsmouth Abbey School

Archie R. Cole Middle School, East Greenwich

Rocky Hill Country Day School, East Greenwich

Hampden Meadows School

Providence Country Day School, East Providence

La Salle Academy, Providence

Barrington High School

Wickford Middle School, North Kingstown

St. Andrews School, Barrington

Blackstone Valley Prep, Central Falls

Kingston Hill Academy, Saunderstown

James H. Eldredge Elementary School, East Greenwich

East Greenwich High School

St. Mary Academy - Bay View, Riverside

Frenchtown School, East Greenwich

Meadowbrook Farms School, East Greenwich

Activity One

“The most astute statement from the world’s most intelligent person is the acknowledgement of how little he or she knows.”

1. List the name of one person you consider “successful”.

2. Explain why you consider this person a “success”.

3. Do you think this person considers her or himself “successful”?

Yes or No
(circle one)

4. Why do you think this person considers themselves “successful”?

5. List 3 characteristics found in every successful person –

Activity Two

Mission Statements. A mission statement is a statement of purpose. Most great companies have them.

“Mission statements identify an organization’s purpose, a reason why they exist.

Newport, Rhode Island’s Richard Saul Wurman shares a few company mission statements in his highly acclaimed book “Information Anxiety 2”:

Hallmark Card Company

“to help consumers express themselves, celebrate, strengthen relationships, and enrich their lives...”

NASA’s Apollo Space Program

“to land humans on the moon and bring them back safely to Earth.”

Boulevard Brewery

“to be the best specialty brewer of ales and lagers in the Midwestern parts of the United States.”

Nike (one of their mission statements of the 1980s)

“Crush Reebok!”

The best mission statements are short (no more than 3 sentences), passionate, genuine, clear, and strategic.

If mission statements are important for companies and organizations, why not people? Is there not a benefit for each person to be able to state, clearly, a purpose for living? I think so.

Please formulate and then state below your personal mission statement. Don’t be intimidated; there is no right or wrong answer. This is your perspective, your genuine purpose for living. Don’t rush; give yourself time to think, to reflect.

Your personal mission statement:

Activity Three

In the July 4th, 2010 edition of the Sunday New York Times, Linda Heasley, the President and CEO of The Limited was interviewed by columnist Adam Bryant. Ms Heasley admitted not to have thought about a career in retail after graduating from college. *“What I have come to love about the retail industry is the link between art and management science. It’s a very creative environment. ...So it’s balancing the art and science of it all.”*

Ms Heasley then described the qualities she looks for when hiring people for her team. *“I like passion. I like curiosity. I like energy level. They have to have a sense of humor. They have to be willing to take a risk. I want to see how they think. They have to be smart.... I believe leadership is all about the team....I tell new hires not to talk to much in meetings during their first 90 days. Take time to watch, listen, and learn.”*

Here are a few questions from a hypothetical interview with Ms Heasley based on the July 4th, 2010 New York Times article on the qualities she looks for in her hires. Please answer the following questions like you are responding to Ms Heasley in an interview with her.

1. Question from Ms Heasley: *“give me an example of a situation where you think you took a risk or took a controversial point of view?”*

Your answer:

2. Question from Ms Heasley: *“please give me the names of the last 3 books you’ve read?”*

Your answer:

3. Question from Ms Heasley: *“please tell me something you’ve recently produced that reveals your creative skills and describe the process for creating it.”*

Your answer:

4. Question from Ms Heasley: *“tell me something you’re passionate about and why you have so much passion for it.”*

Your answer:

5. Question from Ms Heasley: *“what advice would you give me, Linda Heasley, when facing adversity?”*

Your answer:

6. Question from Steve Cronin: *“please share an example of a situation or circumstance where you failed?”* **Your answer:**

7. Follow up question from Steve Cronin: *“please tell me how you responded to the aforementioned failure.”*

8. Question from Steve Cronin: *“please tell me about a situation you participated in with a group of people to create something new or an alternative to an existing model and you and the other participants started with differences of opinion and eventually were able to work together, to collaborate, and find compromise for a credible solution”.*

Your answer:

Activity 4

Imagine:

“The ability to imagine what has never existed is a person’s most important mental talent!”

The first step to develop creative thinking, the process of creating something new, begins with your imagination according to Jonah Lehrer, the author of the best selling book “*Imagine; How Creativity Works*”.

This exercise also develops empathy, an exceptional ability to truly understand the feelings and emotions of others. According to Jeremy Lifkin, the best selling author of “*The Third Industrial Revolution*”; your ability to empathize is as important as your ability to think critically, create, network, and collaborate! Your fulfillment as a person will remain elusive without empathy.

Now, **Imagine:** If you had an opportunity to travel back in time to have dinner with any of the people profiled in this textbook, who would you choose to have dinner with?

name of person: _____?

#1. Explain, in ONE, well written paragraph with perfect punctuation and spelling, **WHY** you would like to dine with this specific person.

#2. List questions you would ask this person.

- _____
- _____
- _____
- _____

#3. What would you say to this person at the end of the dinner.

Activity 5

Research:

QUESTION ONE: Please list the 3 branches in America's FEDERAL GOVERNMENT as well as the 3 branches of government for the STATE.

FEDERAL GOVERNMENT:

1. _____
2. _____
3. _____

STATE GOVERNMENT

1. _____
2. _____
3. _____

QUESTION TWO: Name the 2 most powerful people in each branch of the FEDERAL and STATE GOVERNMENTS. After each person's name, state each person's title within their branch of government;

FEDERAL GOVERNMENT:

branch of government _____	person's name AND title _____
	person's name AND title _____
branch of government _____	person's name AND title _____
	person's name AND title _____
branch of government _____	person's name AND title _____
	person's name AND title _____

STATE GOVERNMENT

branch of government _____	person's name AND title _____
	person's name and title _____
branch of government _____	person's name AND title _____
	person's name and title _____
branch of government _____	person's name AND title _____
	person's name and title _____

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Believing In Yourself

by Harvey Mackay

When I am interviewing potential employees, one of the traits that I look for is confidence. I'm not referring to hubris or arrogance, but someone who understands his or her ability and is not afraid to use it.

With the college football season underway, it reminds me of a revealing story my good friend Lou Holtz, the famous college coach who guided Notre Dame University to a national collegiate championship, told me when I helped bring him early in his career to coach the University of Minnesota football team in 1984.

"I was at a convention just after taking the job at North Carolina State," Lou said, "and I was talking to Wayne Hardin the coach at Temple University".

Hardin asked *"Lou, do you think you're the best coach in the country?"* Lou answered *"no way. I'm not even in the top 10".*

"Well", Hardin said, "North Carolina State hired you because they think you are. If you don't act like you are, you shouldn't even be coaching".

According to First Draft by Ragan Communications, *"confidence doesn't come naturally to most people. Even the most successful people have struggled with it in their careers. The good news is that you can develop it, just like any muscle or character trait, if you're willing to work hard at it."* The better news: the following tips can help you strengthen your confidence. Here's what to try:

1. **Don't compare yourself to others.** Focus on your own achievements and ambitions, not anyone else's. Other people will always be more successful than you at different stages of your life and career, and obsessing about them will only send your confidence plunging. Concentrate on identifying and improving your own unique strengths and skills.
2. **Track your success.** Keep a log of your accomplishments large and small. Recording victories on a daily basis will make you feel more successful, and looking over your progress will boost your self-esteem. In addition, reviewing your achievements should give you some ideas for what to work on next.
3. **Practice being assertive.** Take an active role

in pursuing success, no matter how anxious you feel. Start by visualizing situations where you feel nervous, and picture yourself being assertive. Make these scenarios as vivid as you can so you'll be ready for them in real life. Check your body language in a mirror, and practice good posture and a self-

assured expression. Then, go out and take a few chances, measured risks, starting with low-risk situations. Once you've survived those, you can move on to bigger personal challenges. You may be surprised by how well practice makes perfect.

4. **Accept that failure is not the end of the world.** Learn from your mistakes. Understand that the pursuit of perfection often limits your accomplishments. Many great achievements have been far from perfect, but were more than good enough to be proud of.

5. **Step out of your comfort zone.** Push yourself beyond your known limits, and see how successful you can be. When you realize what you can accomplish, your confidence soars! Your potential is unlimited. You are the only one who can limit it.

6. **Set goals.** Decide what you want to accomplish, both in career and personal life. Reaching goals is a tremendous confidence builder. It also spurs you to set higher goals.

7. **Prepare to succeed.** Keep improving your skills and you will build confidence. Knowing that you are capable is central to a positive self-image. Take care of both your body and your mind.

One of the greatest violinists of all time was **Niccolo Paganini**. Born in 1782, he had a long, illustrious career before his death in 1840. One day as Paganini was about to perform before a packed opera house, he suddenly realized he had walked out on the stage with a strange violin in his hands - not his own treasured instrument made by the master violin maker Guarneri. Panic stricken, but realizing he had no other choice, he began to play with all the focus and skill he possessed. Everyone agreed afterward that he gave the performance of his life. When he finished, the audience gave him a standing ovation. In his dressing room after the concert, when he was praised for his superlative performance, Paganini replied *"today, I*