Search Results List

Your query matched (17) subjects from The American National Biography
Results (1-10) are displayed in alphabetical order

1. Bamberger, Louis (15 May 1855-11 Mar. 1944), Department Store Owners, Philanthropists, 1275 words
2. Collier, Barron Gift (23 Mar. 1873-13 Mar. 1939), Advertising Industry Leaders, Capitalists / Financiers, Entrepreneurs, 1150 words
3. Cook, George Hambell (5 Jan. 1818-22 Sept. 1889), Science Educators, Geologists, 1325 words
4. Farkas, Alexander S. (1930-28 July 1999), Department Store Owners, 825 words
5. Fleischmann, Charles Louis (3 Nov. 1834-10 Dec. 1897), Distillers, Food Business Leaders, Inventors, 1150 words
6. Ginter, Lewis (4 Apr. 1824-2 Oct. 1897), Tobacco Industry Leaders, Philanthropists, 1200 words
7. Gorrie, John (3 Oct. 1802-29 June 1855), Inventors, Physicians, 1400 words
9. Leeds, John (18 May 1705- Mar. 1790), Surveyors, Colonial Founders / Officials, Mathematicians, 1175 words
10. McKnight, William Lester (11 Nov. 1887-4 Mar. 1978), Chemical Industry Leaders, 1175 words

1 2
Search Results List

Your query matched (17) subjects from The American National Biography
Results (11-17) are displayed in alphabetical order

11. Perrine, Henry (5 Apr. 1797-7 Aug. 1840), Botanists, Physicians, 1200 words
14. Straus, Isidor (6 Feb. 1845-15 Apr. 1912), Department Store Owners, 1325 words
15. Straus, Jesse Isidor (25 June 1872-4 Oct. 1936), Department Store Owners, Diplomats, 1200 words

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Bamberger, Louis (15 May 1855-11 Mar. 1944), merchant and philanthropist, was born in Baltimore, Maryland, the son of Elkan Bamberger, a wholesale notions merchant, and Theresa Hutzler. Bamberger attended public school in Baltimore until he quit at fourteen to become a $4-a-week clerk and errand boy in his uncles' dry-goods store, Hutzler Brothers. After two years he joined his brother Julius to work for their father, buying E. Bamberger & Company when their father retired in the mid-1870s. Leaving the position as business manager, Louis Bamberger relocated to New York City in 1887 to accumulate capital for his own retail business while working as a buyer for West Coast wholesalers.

Seeking a city with commercial potential for his new venture, Bamberger chose Newark, New Jersey. He carefully studied its layout, traffic patterns, and shopping habits. In a rare interview Bamberger explained his method:

For some time unknown to me there has been a tale current that I came over here to take care of a bankrupt stock I had bought and, finding it profitable, stayed. The truth is that I had been waiting for a location in Newark for two years, and a part of that time for the last six years. I had stayed out of business two years to get just what I needed to go into business. The first thing to do was to get capital, a location, and people to work with me, the last being as essential as the two others. I had seen too many men fail because they would not wait for capital, for a location, or for that most important thing of all, business associates who could be trusted. (American Magazine, June 1923, pp. 72-73, 121-22)

In 1892, when Hill & Craig went bankrupt in the building of his choice, Bamberger and his partners opened L. Bamberger & Company with a bankrupt sale, adding new stock within a week.

The trio of partners, Louis Bamberger, Louis M. Frank, and Felix Fuld, brought their individual and complementary strengths to the business. Bamberger also brought $45,000 and the ethics that built customer, employee, and supplier loyalty. Frank, married to Bamberger's sister Caroline (Caroline Bamberger Frank Fuld), invested borrowed money and applied his merchandising skills. Fuld contributed $25,000 and a dynamic sales and advertising ability. Caroline Frank kept house for her husband and his two bachelor partners on a commonly owned small estate in South Orange, New Jersey. After Frank's death in 1910 she married Fuld.

After studying successful retail businesses, Bamberger adopted a money-back guarantee, "because... this seemed to me the only way to convince the customer that I intended to be fair," and innovated price tags on all merchandise. L. Bamberger & Company positioned itself at the forefront of Newark's department stores, earning a reputation as "one of America's great stores." For his employees Bamberger provided a cafeteria, a branch of the Newark Public Library in the store, merchandising classes, and a commission in addition to a regular salary.

Bamberger and Fuld, the day-to-day manager, ran the company after Frank died. But when Fuld, the creative force behind the conservative Bamberger, died suddenly in 1929, Bamberger abruptly sold the company to competitor R. H. Macy & Company. Bamberger, at age seventy-four, believed he was "getting old and I want to be relieved of the active management and responsibility of the business which I founded. When this offer came, coming as it did from such a responsible store, I decided to accept it." From his $25-million profit, Bamberger distributed $1 million, in lieu of a pension plan, among more than 200 employees with fifteen or more years of service. Over thirty-seven years the store had grown...
to 3,500 employees in a sixteen-story state-of-the-art building. Bamberger continued as chairman of the board until 1939.

Bamberger, long involved in philanthropic work in Newark, planned to devote more time in retirement to his charitable activities. At a meeting of the executive committee of the Newark Museum Association in 1923, Bamberger had said, "I have felt for a long time that, inasmuch as I had made a success of my business in Newark, I owed the city something." He donated $650,000 in 1923-1924 to construct a building for the Newark Museum and later gave valuable artifacts to its permanent collection. The charitable activities of L. Bamberger & Company reflected the concerns of its chairman: music scholarships, underwriting the Newark Community Chest, regional hospitals, and national war bond efforts during World War I. Bamberger's personal largesse extended to local, national, and international Jewish charities, and secular medical, historical, and educational concerns. Among the groups benefiting from Bamberger's donations were the American Jewish Joint Agricultural Corporation, Hebrew University, Young Men's Hebrew Association and Young Women's Hebrew Association, Jewish Theological Seminary of America, and Newark Boy Scouts and Girl Scouts.

Bamberger and his sister, both childless, sought to create an educational facility that would transcend local concerns. With an initial $5 million, an additional $3 million, and bequests in their wills, they created the Institute for Advanced Study in 1930, a postdoctoral research facility based in Princeton, the first of its kind in the United States. Bamberger served as president of its board of trustees until he resigned from active participation in 1934. In her 1988 dissertation, Laura Smith Porter surmised that "for Bamberger the establishment of the Institute was symbolic of both Jewish assimilation and the responsibility of wealth, allowing him to move beyond locally focused Jewish voluntarism to philanthropy that was both national and secular in scope."

Louis Bamberger, a reserved, shy, and formal man, earned a reputation as a kind, fair, and understanding businessman. In addition to serving on the boards of various charitable organizations, he relaxed by playing golf and collecting rare books and manuscripts, including an autograph collection of the signers of the Declaration of Independence, which he donated to the New Jersey Historical Society. Bamberger, who never married, died in his South Orange, New Jersey, home.

Bibliography

Bamberger Family Papers reside in descendants' private collections. Information on Bamberger's philanthropic work was reported in the *New York Times* and *Louis Bamberger, a Record of His Benefactions to His Community and His Country* (Newark Museum, 1934). To understand this shy man's personality, consult Frank I. Liveright's reminiscence, "One of America's Great Stores" (typescript c. 1959, at Newark Public Library), and Helen Christine Bennett's interview with him in "Do the Wise Thing If You Know What It Is--But Anyway Do Something!" *American Magazine*, June 1923. *The Municipalities of Essex County, New Jersey, 1666-1924*, vol. 3 (1925), and *New Jersey, a History: Biographical and Genealogical Records*, vol. 5 (1930), provide biographical information on Bamberger. Chapter two of Laura Smith Porter, "From Intellectual Sanctuary to Social Responsibility: The Founding of the Institute for Advanced Study, 1930-1933" (Ph.D. diss., Princeton Univ., 1988), analyzes Bamberger's creation of the institute as a transcendence of traditional Jewish philanthropy. Obituaries are in *Louis Bamberger, Honorary President of the Newark Museum: A Tribute to His Memory by His Fellow Trustees* (Newark Museum, 1944) and in the *Newark Star-Ledger* and the *New York Times*, 12 Mar. 1944.
Collier, Barron Gift (23 Mar. 1873-13 Mar. 1939), advertising entrepreneur and capitalist, was born in Memphis, Tennessee, the son of Cowles Miles Collier, a naval officer and artist, and Hannah Celeste Shackelford. Collier attended the Memphis public schools until age sixteen, when he dropped out to solicit business for the Illinois Central Railroad, to contract with the city of Memphis to improve the street lighting, and to learn advertising and selling for his uncle, owner of the Memphis Appeal-Avalanche.

Collier acquired half interest in the G. S. Standish print shop, which printed advertising placards for horsedrawn streetcars, soon replaced by enclosed electric streetcars. He recognized the potential for cheap advertising to get increased exposure on the new mass transit and obtained city advertising contracts in Memphis, Little Rock, Chattanooga, Birmingham, and New Orleans. Unaffected by the panic of 1893, Collier moved to New York City and began the Consolidated Street Railways Advertising Company, reputed to be one of the biggest financial successes in the advertising industry, under which he purchased franchises for streetcar and subway advertising in more than a thousand U.S. cities. One of these cities, St. Petersburg, took Collier to Florida.

Florida real estate agent Walter P. Fuller recalled that Collier always did his homework before a business deal, worked out the details favorable to both parties, and then made his offer. Another man who had early business dealings with Collier in Florida observed that "Barron was always generous, polite and considerate. But if you stood in his way, he'd run you over. He'd still be polite and considerate, you understand, but he did what he thought was right."

At the invitation of John M. Roach, president of the Chicago Street Railway Company, Collier visited him on Useppa Island off Fort Myers in 1911. As part of a deal to obtain the advertising franchise on Roach's company, Collier agreed to purchase Roach's Florida property. Collier's son, Barron, Jr., recalled that "the implication was he would obtain the ad contract if he bought the land. He bought the land--but he didn't get the ad franchise." Nevertheless, Collier saw the potential in Florida real estate development and began purchasing vast acreages in the southwest area of the state.

Between 1911 and 1926 Collier spent winters on Useppa Island, finally making it his permanent residence in 1926. Collier then focused the drive and determination he exhibited in building his successful advertising business on developing Florida. When Fuller offered to sell him land ready for development, Collier replied, "What I want is wild country that no one else wants and that I can make into a place where people can live." He then amassed 1.25 million acres, becoming the largest landowner in the state.

Collier acquired all the holdings of the land companies in southern Lee and Hendry counties in six transactions between 1921 and 1928. In a deal with the state legislature to create Collier County from Lee County in 1923, Collier agreed to finance the building of the Tamiami Trail from Naples to Miami, an achievement at the time compared to the opening of the Panama Canal. Collier's workers blasted through granite-like limerock for three years to create the 100-mile road, opening the way for settlers from the East Coast to populate Collier's county.

Collier established dozens of companies in southwest Florida to transform the area into thriving farms, groves, and resorts: Bank of Everglades, Collier County News, Florida Railroad and Navigation Corporation, Florida Inter-Island Steamship Company, Ltd., Inter-County Telephone and Telegraph
Company, Tamiami Trail Tours bus passenger service, Florida Gulf Coast Hotels, Inc., and the Manhattan Mercantile Corporation (operating nine retail businesses). Collier also owned the Fort Myers Press, Immokalee and Deep Lake Railroad, all the mills and shops at DuPont, and most of the county seat, Everglades. As he saw a need for a particular service such as lighting, ice, and power, Collier established a company.

As with the panic of 1893 and stock market crash of 1929, Collier believed the depression of the 1930s would not affect his business. He continued to invest millions in developing Florida while his advertising business declined; the transit systems and advertisers could not pay their contracted bills. By 1933 Collier's liabilities nearly eclipsed his assets and the federal courts and creditors granted him a moratorium on paying his debts. Before settling his affairs, Collier died in New York City. Married in 1907 to Juliet Gordon Carnes, Collier had three sons; the eldest, Barron, Jr., continued his father's Florida land development after the accountants and lawyers took ten years to determine that he left a large fortune rather than debt.

Collier also served as a special deputy police commissioner in charge of the Public Safety Bureau from 1922 to 1925 in New York City, where he developed the use of white or yellow lines down the center of roads. He was commissioner in charge of foreign relations of the International Association of Chiefs of Police, and he was a founder of Interpol, the International World Police, for which nine foreign governments decorated him. Collier was acting president of the Boy Scout Foundation of Greater New York, director of Boy Scouts of America, and founder and director of the Museum of the City of New York. Oglethorpe University bestowed upon Collier an honorary doctorate of commercial science. He wrote two books, Stopping Street Accidents (1925) and How Is Business in the United States (1927). He belonged to the Union League Club of New York and Chicago, New York Yacht Club, Metropolitan Club of New York, and Sons of Confederate Veterans, among many other groups.

Barron Collier invested millions of his advertising fortune in Florida's future by creating a new county, developing the infrastructure, and using his advertising skills to attract settlers. Before environmentalists recognized the damage to the freshwater aquifer, Collier drained part of the Everglades to create dry land. But he also left a legacy of scenic primitive wetlands--Everglades National Park, Big Cypress Swamp, Corkscrew Cypress Rookery, and Collier Seminole State Park.

Bibliography


Susan Hamburger
Cook, George Hammell (5 Jan. 1818-22 Sept. 1889), geologist and educator, was born in Hanover, New Jersey, the son of John Cook and Sarah Munn, farmers. Cook received his early schooling in Morris County and studied surveying and geometry at the Old Academy in Chatham. In 1836 Cook worked as a surveyor on the Morris & Essex Railroad and in 1838 on the Canajoharie & Catskill Railroad.

Cook then visited Rensselaer Institute in Troy, New York, looking for work but, finding no jobs available, enrolled at the institute under the tutelage of geologist, biologist, and mineralogist Amos Eaton from December 1838 to March 1839 and received a civil engineering degree. Cook then accepted a teaching job at the Old Academy, where, disliking the low pay and unruly students, he did not last the full school year and again unsuccessfully sought surveying work. Cook returned to Rensselaer as an assistant professor of engineering and surveying while he studied for and received a Bachelor of Natural Science degree in the summer of 1840. He assumed more teaching and administrative responsibility as Eaton’s health failed. During the winter of 1840-1841 Cook assisted the science teacher at the Troy Female Seminary and in late 1841 replaced him, teaching during vacation breaks at Rensselaer. When Eaton died in 1842, the young, inexperienced junior professor kept Rensselaer operating. Cook assumed the administrative responsibilities of the school, recruited students to increase enrollment, expanded the curriculum, traveled to Boston to buy laboratory supplies, and persuaded the city of Troy to give the school a building. Throughout, he continued to teach many of the science classes, particularly geology and chemistry, and gave public lectures on chemistry to raise money for the school.

While continuing to teach at the seminary, Cook met, and married in March 1846, Mary Halsey Thomas, a graduate who had returned to teach. They would have eight children, five of whom survived to adulthood. During the winter of 1845-1846 Cook invested in the Albany (N.Y.) Glass Enamel and Porcelain Company, originally a sideline to his two teaching jobs, and resigned from Rensselaer in October 1846 to become the full-time company manager. The company failed after two years, and Cook, on the verge of bankruptcy, returned to teaching, this time at the Albany Academy as professor of mathematics and natural philosophy, then as principal three years later. Concurrently, Cook resumed teaching at the Troy Female Seminary in 1850 two days a week. That same year, the New York State legislature appointed Cook to conduct experiments and analyses of the salt springs at Onondaga for two years. In 1852 he also lectured on general principles of chemistry and inorganic chemistry at the Albany Medical College.

Recruited by Rutgers College in New Brunswick, New Jersey, in 1853 to teach chemistry and natural science, Cook planned to stay for five years. He became active in the Second Dutch Reformed Church, New Brunswick Board of Education, New Brunswick Water Commission, Natural History Society of New Jersey, and the New Jersey Agricultural Society. Seeking other professional opportunities with which to fill his time and purse, Cook inspected and evaluated mining properties and accepted an appointment in 1854 as assistant geologist on the New Jersey Geological Survey, in charge of the southern part of the state. His meticulous stratigraphic mapping of the marl beds and the focus on their economic importance resulted in a report, "The Marls of New Jersey" (Mining Magazine 5, no. 2 [Aug. 1855]: 132-46), a paper, "On a Subsidence of the Lands on the Sea-Coast of New Jersey and Long Island" (American Journal of Science and the Arts [Nov. 1857]: 341-54), and his report, The Geology of the County of Cape May, State of New Jersey (1857). He became the state geologist in 1864, produced the Geology of New Jersey (1868), and continued this work until his death.
Cook started a Natural History Society on the Rutgers campus in 1857 and, as its first president, began a museum collection. In addition to pursuing his geological interests, he turned his attention toward agricultural education after the passage of the Morrill Act in 1862. He successfully lobbied for Rutgers to become the land grant college in New Jersey in 1864. Cook became a vice president of the college, became head of the Rutgers Scientific School and experimental farm, and developed the agricultural education curriculum. He delivered a series of agricultural lectures in the counties while supervising the farm, and in June 1867 the college changed his title to professor of chemistry, natural history, and agriculture.

The New Jersey State Geological Survey Board of Managers sent Cook to Europe in 1870 to examine drainage and reclamation operations techniques and practices that he could apply to New Jersey's wetlands. He subsequently spent several years promoting, surveying, and planning wetlands drainage. Cook gradually converted the college farm to an agricultural experiment station, following the models he observed in Europe, and as his cohorts were doing in other states with federal government incentives. His reputation outside the state equalled the esteem he received at home; Professor Alexander Hogg of Alabama Agricultural College, remarked that southerners regarded Cook as the "Father of Agriculture in America" (Bogardus to Cook, 14 Aug. 1874, Cook papers). When the legislature authorized a State Board of Agriculture in 1872, Cook served as secretary until 1877.

Between 1875 and 1888, Cook directed a geological survey project to complete topographical maps for the entire state. He traveled again to Europe as the New Jersey commissioner to the International Geological Congress in Paris in 1878, adding to his knowledge of glaciers and their effects on the landscape. In his annual geological survey reports, Cook wrote about glacial geology, chemical soil analyses, stone quarries, iron and zinc mines, forestry, water supply, and other subjects of practical application. Adding to his heavily burdened workload, Cook purchased one-quarter share in the East Jersey Proprietors in 1877 to reform land claims and earn extra money; while he became their Surveyor general, he failed to make a profit.

At the Rutgers farm Cook continued the practical applicability of his research, concentrating on analyzing fertilizers, improving the dairy herd, and discovering beneficial field crops, including soy beans. The Friends of Agricultural Education, later the Association of American Agricultural College and Experiment Stations, named Cook their New Jersey representative in 1871. In 1880 the state legislature authorized the creation of an agricultural experiment station, the third in the nation, and appointed Cook its first director. He lobbied the federal legislature to pass the Hatch Act of 1887 that subsidized agricultural experimentation. By the end of 1889 Cook had published sixty-four regular and ten special bulletins as well as annual reports for the New Jersey Experiment Station.

In 1887 Cook was elected vice president of Section E of the American Association for the Advancement of Science and received his greatest honor, membership in the National Academy of Sciences. Maintaining his frenetic pace eventually took its toll; Cook wrote to his son of fatigue and complained of chest pains to his doctor a few days before he died at home in New Brunswick.

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**Bibliography**


Susan Hamburger
Farkas, Alexander S. (1930-28 July 1999), department store executive, was born Alexander Spencer Farkas in New York City, the son of George Farkas, department store owner, and Ruth Lewis Farkas, a sociologist and ambassador to Luxembourg.

Known as "Sandy" Farkas, he attended Choate and the Bronx High School of Science. He graduated in 1949 from the University of Chicago in three years with an A.B., then studied business at Cornell University. He loaded freight and worked in advertising, with a dream of becoming a college sociology professor. But in 1951 his father brought him into the family business.

George Farkas had founded Alexander's department store in 1928, naming it and his son after his own father. George's business strategy included offering housewares and fashions at cut-rate prices by eliminating free custom alterations and fancy décor, and by purchasing, rather than leasing, the land on which he built his stores. George Farkas's rigorous training program required that Sandy work in all departments except the cafeteria. Starting as head of stock in the women's coat department, Sandy joked that his main responsibility was carrying merchandise from rack to rack. He learned the business well and progressed quickly. In 1959 he was promoted to president and general merchandising manager, although his father remained chairman.

Sandy Farkas tried to make the store more fashionable and attractive by installing crystal chandeliers and arranging to be the exclusive outlet for the excess inventories of European fashion houses. While continuing his father's policies of "no credit, no charge accounts, no deliveries, and no alterations," Sandy sought to expand the business by opening new stores and moving the flagship store from Fordham Road and the Grand Concourse in the Bronx to Fifty-eighth Street and Lexington Avenue in Manhattan in 1963. In the mid-1960s, following an unseasonably warm winter that brought decreased sales, and chafing under his father's control as well as questioning his business decisions, Sandy Farkas quit Alexander's and went to work for a men's clothing manufacturer. Within a week, his father offered Sandy a written contract giving him control over the merchandise, and Sandy agreed to return. He once commented, "I'm probably the only son working in a family business who has a written contract, but it has made for harmony." By the 1960s, under Sandy Farkas's leadership, Alexander's had expanded to sixteen stores and generated annual sales of more than $500 million. One strategy he employed was to import merchandise of good quality from Eastern Europe and mainland China at considerably lower wholesale prices.

In 1968, to avoid a possible takeover by rival discounter Korvettes, George Farkas made Alexander's a public corporation and then retired at age sixty-six; he, his wife, and one of their sons soon sold their shares, while Sandy remained with the family store. The company faced stiff competition from discount retailer K-Mart and outlet centers. The stock attracted the attention of real estate developers who recognized the increasing value of the land for development that did not include the retail stores. A bad acquisition led to losses in 1980, and Sandy's two remaining stockholder brothers joined with the real estate development company to take control of Alexander's. Sandy Farkas once described the Alexander's buildings as "monuments to the family," and development schemes that would tear down the retail stores and replace them with high-rise office buildings apprised his sensibilities. A change in the makeup of the board of directors left Sandy as president and chief executive officer, but his younger brother Robin assumed control as chairman of the board. Sandy resigned in 1984. Under outside management, Alexander's spiraled into bankruptcy in 1992 when the last eleven stores were sold. Only by selling stores had the company earned any profits after 1987. Ironically, the stock prices increased
significantly when investors realized the value of the real estate, and Alexander's continued to exist as a real estate company.

Farkas had one child with his first wife. After divorces from his first and second wives, whose names do not appear in readily available sources of information, Farkas, in 1963, married Francine Moss Glansrach, with whom he had three children. In 1977 he married Joan Foxwell. After their divorce, he married Linda Saltzman. Farkas died of cancer in Highland Park, Florida.

Bibliography


Susan Hamburger
Fleischmann, Charles Louis (3 Nov. 1834-10 Dec. 1897), yeast manufacturer and inventor, was born near Budapest, Hungary, the son of Alois (or Abraham) Fleischmann, a distiller and yeast maker, and Babette (maiden name unknown). Following his education in Vienna and Prague, Fleischmann began his business career at age nineteen as a general store clerk in Tosgendorf, Austria. He emigrated to the United States as did his six siblings. While eating at his sister's wedding in New York in 1866, he concluded that the inferior liquid yeast used in baking resulted in a poor quality American bread and determined to create a reliable, solid yeast. After the wedding Fleischmann returned to Austria to retrieve a superior strain of yeast that his father had developed. Returning to the United States permanently, he worked in a New York City distilling business for two years before moving in 1868 to Cincinnati, Ohio.

In partnership with his brother Maximilian Fleischmann and James W. Gaff in a Cincinnati distillery, Charles Fleischmann persuaded his partners to include baker's yeast as a product line. Working from the process patented on 26 April 1870 by his brother Henry, Fleischmann manufactured "a compressed yeast, suitable for baking and other purposes, prepared from the froth or scum formed during the fermentation of 'mash' used for the manufacture of malt or spirituous liquors" (Patent no. 102,387). Consumers did not readily accept the new yeast. Gaff, Fleischmann and Company nearly failed until it created an exhibit at the 1876 Philadelphia Centennial Exposition that demonstrated the yeast-making process, set the dough, baked the bread; the partners then served their bread at an attached restaurant. The combination of their popular Model Vienna Bakery exhibit, profitable restaurant, and high-visibility advertising ensured the success of Fleischmann's yeast. Fleischmann wisely offered one of the first industrial services to accompany his yeast via a circular that promised that "a practical baker will be sent to give instructions in its use when necessary." Because yeast must be used fresh, the company devised a daily delivery-wagon system to grocers, becoming famous for its regularity and ability to outmaneuver natural disasters to deliver. They spun off malt, syrup, vinegar, and feed by-products into separate brands. The company's home plant was located in Riverside, outside Cincinnati, with additional factories in Blissville and Greenpoint, New York, and East Millstone, New Jersey.

When Gaff died in 1879, the Fleischmann brothers continued the partnership; Maximilian bought Gaff's interest in 1883, and they changed the company name to Fleischmann and Company. After Maximilian's death in 1890, Charles Fleischmann ran the company as sole proprietor from the New York City offices until his own death. By 1900 the company operated the world's largest yeast plant at Charles Point in Peekskill, New York, with branch offices in major cities across the country.

Fleischmann patented thirteen inventions between 1866 and 1888 for his own business and for other business interests, including distilling apparatus (which financed his initial business and became the foundation of his fortune), two improved cotton gins, a cottonseed oil extraction process, sewing machine improvements, an improved plow, a process for aging liquors and spirits and for producing aromatic ethers, two apparatuses for rectifying alcoholic liquors, a revivifying charcoal used in rectifying spirits, a device for overcoming the dead points of cranks, a duplex pedal motor, and a treatment of prairie soil to obtain useful products from it. His other numerous business interests included partnerships in the Buffalo Distilling Company and the Baltimore Manufacturing Company, presidency of the Cincinnati Commercial Tribune Company, directorship of the Cincinnati Cooperage Company, and organizer in 1887 of the Market National Bank of Cincinnati, of which he was president.
from 1889 until his death.

Fleischmann became active in civic and Republican political affairs. He counted among his friends the governor and later president William McKinley, who appointed him as an aide on his staff from 1892 to 1893. He served as the appointed fire commissioner of Cincinnati from 1886 to 1890, a trustee of Longview Hospital, a delegate to the Republican National Conventions of 1880 and 1884, and as an Ohio state senator from the First District from 1880 to 1881 and again from 1896 to 1897. Two of the bills he introduced proposed installing electric lighting in the state house, initially ridiculed but later implemented, and building a governor's mansion, which was defeated by the house.

Charles Fleischmann had married Henrietta Robertson in her native New York City sometime between 1866 and 1869. Of their three children, a son, Julius, operated a harness-racing stable with his father in Millstone, New Jersey, after Charles's doctor suggested in 1890 that horseback riding outdoors would improve his health. As with the yeast business, Fleischmann threw himself and his money wholeheartedly into the risky racing business. He added thoroughbred racing, campaigning them in New York, Ohio, and Kentucky while his harness horses competed in Vienna, Austria. Fleischmann & Son operated an extensive racing stable in Cincinnati and three large stock farms in New Jersey. They purchased the 1895 Kentucky Derby winner, Halma, for $25,000 and raced him to stakes victories along with Vespers, St. Maxim, and other sons of Himyar.

Fleischmann's other interests included a French art collection, piano playing by ear, and donating to local charities and educational institutions. Fleischmann owned the "Schloss," an estate in the Catskill Mountains of New York, around which the town of Fleischmann, named in his honor, grew. He belonged to the New York, Atlantic, and Larchmont yacht clubs as the owner of the steam yacht Hiawatha. Fleischmann died at his home in Avondale, a suburb of Cincinnati, leaving an estate of approximately $2 million to his family after modest bequests to the Associated Charities, Hebrew Relief Union, the Jewish Home, Catholic Orphan Asylum, Protestant Orphan Asylum, Colored Orphan Asylum, and Jewish Hospital.

Charles Louis Fleischmann changed the way commercial bakers and homemakers made their bread through marketing a baker's yeast that produced consistent results. In addition to the products he developed, Fleischmann's inventiveness with processes and equipment benefited several industries, particularly distilling. In his later years, Fleischmann split his time actively among three pursuits--his business, horse racing, and the state legislature--positively influencing three distinct segments of American life in the nineteenth century.

Bibliography


Susan Hamburger
Ginter, Lewis (4 Apr. 1824-2 Oct. 1897), tobacco merchant, was born in New York City, the son of John Ginter, a grocer, and Elizabeth (maiden name unknown). His father died when Lewis was an infant, and his mother died a few years later; his older sister Jane raised him. Ginter received little formal education, but through self-education he acquired a love of art and music, became an accomplished pianist, and attained fluency in French and German. He accompanied an uncle to Richmond, Virginia, on several business trips and decided to relocate there at the age of eighteen. Opening a household furnishings retail store in 1842, Ginter used his artistic sense to attractively display his wares to gift wrap the merchandise, talents that garnered him a sizable clientele. Ginter became friends and business partners with John F. Alvey, who convinced him to shift to wholesale notions and dry goods. For the Ginter & Alvey firm, Ginter traveled throughout Europe selecting and buying linens, white goods, and woolens for resale to rural customers in Virginia. Ginter’s nephew George Arents became a partner in Ginter, Alvey & Arents when partner James Kent retired.

At the outbreak of the Civil War, Ginter set aside his business and enlisted in the Confederate army and in June 1862 became commissary of subsistence for Georgia regiments under General Edward L. Thomas. Ginter earned the nickname "The Fighting Commissary" during the battle of Second Manassas and rose to the rank of major. When the war ended in 1865, Ginter could not rebuild his business in economically depressed Richmond. He relocated to New York City, where he established a banking and brokerage firm with his former Richmond clerk, John H. Colquitt. The brokerage firm failed in 1869, and at age forty-five Lewis Ginter sought a third career.

Returning to Richmond, Ginter joined his friend John F. Allen to open a tobacco factory, John F. Allen & Co. (At some point the firm’s name changed to Allen & Ginter.) Ginter traveled extensively promoting and selling their smoking and chewing tobacco. At home he booked orders, kept accounts, and designed advertising. On business trips to New York, Ginter noticed people smoking cigarettes, and in 1875 the firm began manufacturing hand-rolled cigarettes. Ginter developed "Richmond Gems," "Virginia Brights," and other brands and promoted the new cigarettes with painted advertisements, beautiful packaging with lithographed labels, enclosed picture card series, and coupons as prizes and premiums.

Seeking northern and foreign markets, Ginter exhibited the cigarettes at the 1876 Philadelphia Centennial Exposition, winning prizes, accolades, and smokers. With his contacts in Europe from his former wholesale business, Ginter expanded the tobacco firm’s clientele in major European, Australian, South African, and Indian markets. The sultan of Turkey boosted sales of "Richmond Straight-Cuts" when he declared them his favorite cigarette. Allen & Ginter’s offer of $75,000 for a practical cigarette machine prompted James Bonsack’s 1881 patented invention. By 1883 the firm employed about 500 laborers, 80 percent of whom were white women and girls, for whom Ginter provided a library.

After twelve years of partnership, Allen retired in 1881, and John Pope took over Allen’s interest in Allen & Ginter. The business became one of the top five tobacco manufacturers in the country, incorporating in 1888 with 1,000 employees. Rejecting a proposed tobacco trust, Ginter instead sold Allen & Ginter as a branch to the newly chartered American Tobacco Company in 1890 for $7.5 million; he declined the presidency because of his age. On the board of directors until resigning in April 1897, Ginter retired from active participation in the company and devoted himself to philanthropic pursuits in Richmond.
From extensive traveling, Ginter realized that Richmond lacked a first-class hotel and contracted with architects John Merven Carrère and Thomas Hastings to design and build the Jefferson Hotel in 1895 for $1.35 million. He purchased the Richmond Times newspaper in 1886 and gave it to his friend and attorney Joseph Bryan in 1887. The elegant brownstone house he built in 1888 became the social center of Richmond where Ginter entertained friends with games of whist and poker.

On a trip to Australia around 1887-1888, Ginter noticed that urban businessmen maintained weekend country estates. He began buying acreage in north Richmond for his own suburban home, "Westbrook," on 163 acres; in Henrico and Hanover counties for Bloomingdale stock farm on 280 acres and Maplewood farm on 750 acres; and to develop Ginter Park and Sherwood Park residential tracts of land on which he built landscaped roads as president of the Sherwood Land Company and Brook Turnpike Company. In 1884 Ginter developed the ten-acre Lakeside Wheel Club for bicycling and Lakeside Park, a popular natural area with a lake, clubhouse, casino, zoo, professional nine-hole golf course, and bowling alley. Ginter's involvement with other local companies included being vice president of the Virginia Dredging Company, principal owner of the Richmond Locomotive Works, and a director of a local bank.

As a philanthropist, Ginter confined his charitable work to Richmond, disposing of $10 million of his estimated $12 million fortune before his death. He supported individuals on pensions, educated many Richmond children, financed local hospitals, and donated land to relocate the Union Theological Seminary from Farmville, Virginia, to Richmond. Richmonder John Stewart Bryan remarked that "Major Ginter was one of those generous men who regarded wealth as a means of public service and not for private indulgence." Although he never married, Ginter's sister, nieces, and nephew lived with him. Ginter died at Westbrook. After the funeral, one of Ginter's friends said, "He was one of the gamest men that I ever knew; a profound philosopher and one of the most thoroughly well-balanced men that I have ever met."

Ginter's advertising and marketing skills made cigarettes a national habit. He first used Virginia tobacco in cigarettes and pioneered brand identification with attractive packaging. He converted his tobacco fortune into civic improvements by developing beautifully landscaped suburban residential tracts, building an extensive road system, and constructing the magnificent Jefferson Hotel.

Bibliography

The Valentine Museum, Richmond, Va., maintains files on Lewis Ginter and Allen & Ginter that contain a copy of his will, correspondence from Thomas F. Jeffress, secretary and treasurer of Allen & Ginter, and a letter to a newspaper editor clarifying Ginter's Civil War service record, among other biographical materials. The Valentine and the Library of Virginia Archives Division, Richmond, both have examples of the cigarette advertising cards. The Virginia Historical Society owns a scrapbook compiled by Jeffress about Lewis Ginter, particularly of obituaries from Richmond newspapers, State, Times, and Dispatch, all 3 Oct. 1897. The most complete account of Lewis Ginter's life and legacy can be found in David D. Ryan with Wayland W. Rennie, Lewis Ginter's Richmond (1991). For background on Ginter and tobacco, see Nannie May Tilley's The Bright-Tobacco Industry, 1860-1929 (1948).

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Gorrie, John (3 Oct. 1802?-29 June 1855), physician and inventor, was born either in Charlestown on the island of Nevis, West Indies, or Charleston, South Carolina, of uncertain parentage. Because of his olive complexion and dark hair and eyes, some say his mother fled Spain for the West Indies where she bore John illegitimately. Mother and son accompanied Captain Gorrie, a Scots officer in the Spanish navy, to Charleston when John was twelve to eighteen months old in 1803. Gorrie left them in Charleston, and she received money from Spain until John graduated from college. Other accounts list Charleston as his birthplace in 1803 and his nationality as Scotch-Irish.

When Gorrie attended the College of Physicians and Surgeons of the Western District of the State of New York at Fairfield, Herkimer County, from October 1825 to 1827, he listed his hometown as Columbia, South Carolina. He earned his medical degree with honors in 1827 with a thesis on neuralgia. None of the three towns have records of Gorrie, his mother, or Captin Gorrie. He is reported to have worked as a Columbia apothecary's apprentice in 1824 before entering medical school. After graduation, Gorrie may have practiced medicine in Abbeville, South Carolina, c. 1828. From there he and his mother supposedly moved to Sneads, Florida, in 1831, and, after her death, Gorrie moved downriver to Apalachicola. Despite his murky beginnings, Gorrie distinguished himself upon arriving in the bustling Gulf Coast port in 1833.

Gorrie established his general medical practice and townspeople sought him for civic duties between 1834 and 1837. He served as assistant postmaster, then postmaster from 24 November 1834 to 18 July 1838 for $12.10 a year. Gorrie became the notary public for Franklin County in 1835. Apalachicola elected Gorrie to the city council in 1835 and 1836 where he served as chairman and city treasurer; he was appointed vice intendant and then elected intendant (mayor) on 21 January 1837. In a letter to the city council Gorrie stated, "I am willing to serve the city . . . [and] expect to be endowed by you with the necessary powers and means of maintaining the peace, increasing the public health, and advancing the internal improvement of the city" (Apalachicola Gazette, 28 Jan. 1837). He resigned on 22 November 1837. In 1841 he was elected justice of the peace for Franklin County.

Gorrie's business dealings included one-fifth ownership of the Mansion House Hotel, which he built in 1836. He was the incorporator of the Marine Insurance Bank in 1835, bank president of the Branch Bank of Pensacola in 1836, and director of the Apalachicola Mutual Insurance Company in 1840. He served on the committee to establish a local Masonic lodge, which appointed him secretary pro-tem on 28 December 1835 and later elected him treasurer. Although not an overtly religious man, Gorrie helped establish the local Episcopalian church but did not have a pew. He married Caroline Myrick Beman, a widow with two young daughters, in May 1838. They had two children.

In 1838 Gorrie retired from active civic duties to concentrate on his medical practice; he subsequently decreased his patient load to discover a cure for malaria, prevalent in the subtropical climate. He spent four years in Apalachicola treating malaria patients as the attending physician at the Marine Hospital and his own hospital for the poor. He thought malaria was a volatile oil generated by decaying organic matter, moisture, and heat, and to eliminate the decay, he persuaded local citizens to fill in low waterfront areas and drain the higher wetlands. More important, Gorrie proposed controlling his patients' body temperatures by lowering the room temperature and removing atmospheric moisture. To accomplish this, he developed a method for cooling hospital rooms and making the artificial ice required for his cooling apparatus.
Gorrie developed his air-cooling system between 1838 and 1845. He published eleven articles in the Apalachicola Commercial Advertiser on malaria (6 Apr.-15 June 1844); an article in American Journal of Science, "On the Quantity of Heat Evolved from Atmospheric Air by Mechanical Compression" (1850); articles in the New Orleans Medical and Surgical Journal on blood (Mar.-May 1854) and malaria (Mar.-May 1855); a pamphlet, Dr. John Gorrie's Apparatus for the Artificial Production of Ice, in Tropical Climates (1854); and a series of articles for the New York Lancet in 1840 on "Equilibrium of Temperature as a Cure of Pulmonary Consumption." In 1845 he made artificial ice and had a working model built at the Cincinnati (Ohio) Iron Works in April 1848, demonstrating its ice-making ability. Locally, he announced his invention to French Consul Monsieur Rosan's guests at a Mansion House Hotel dinner on 14 July 1850. Gorrie filed a patent application on 16 March 1849, which the United States granted in May 1851 (No. 8080, "Improved process for the artificial production of ice"); the British granted him a patent in August 1850. His pump increased the air pressure in a chamber; after compression, the air was forced to expand rapidly to absorb heat from the water, thus producing artificial ice in a container in the chamber.

Gorrie needed financial backing to build a larger ice-making machine. Ridiculed by northern newspapers for preposterous claims to make artificial ice—a threat to the thriving natural-ice suppliers' monopoly—Gorrie lost his previous supporters. His financial condition precluded investing his own money. In 1847 a London debt collector sued Gorrie and his wife for payment on an 1842 mortgage of $6,548.64 for which Gorrie had not paid interest. Finally, in New Orleans he sold a half interest in the machine to an unnamed backer, who died suddenly before investing any money. Depressed by his failure to produce a commercial model of his ice-making machine, finances, and possibly ill health, Gorrie died at home in Apalachicola.

Gorrie's ideas for the prevention of fever place him at the forefront of sanitation experts in the South and make him a pioneer in malaria control. His innovative room air-conditioning and the invention of a practical ice-making machine have been overlooked outside Florida even after the state placed a statue—one of two allotted each state—of Gorrie in the U.S. Capitol's Statuary Hall in 1914. George Whiteside, a Florida iceman whose brother knew Gorrie, wrote about Gorrie's pioneering work in Ice and Refrigeration and lobbied Florida lawmakers to support the statue. A Frenchman, Edmond Carré used information from Rosan to base his 1860-patented ammonia-absorption refrigeration machine on Gorrie's work; not until 1903 would Willis H. Carrier install the first working air-conditioning system. Whiteside recognized Gorrie as "deserving of all the honor bestowed upon him as having obtained the first American patent on such a machine, as being the first to thus apply the compressed air principle to produce refrigeration and as the first, so far as is known, to advocate and apply the principle of mechanical refrigeration to relieve distress in the sick room, and in hospitals" (Ice and Refrigeration, June 1914, p. 316).

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Gorrie's personal papers were destroyed in the evacuation of Apalachicola during the Civil War. The Henry Alexander Ince Papers at Duke University include correspondence on Gorrie's property mortgage. In The Fever Man: A Biography of Dr. John Gorrie (1982), Vivian M. Sherlock published the most accurate full-length account of his life. Raymond B. Becker, John Gorrie, M.D.: Father of Air Conditioning and Mechanical Refrigeration (1972), provides detailed information on Gorrie's public service in Apalachicola. Gloria Jahoda, The Other Florida (1967), includes a substantial essay on the physician/inventor in chapter 5, "Dr. Gorrie's Wonderful Ice Machine." Earlier, Ruth E. Mier

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Lamar, Gazaway Bugg (20 Oct. 1798-5 Oct. 1874), business entrepreneur, was born near Augusta, in Richmond County, Georgia, the son of Basil Lamar, a landholder, and Rebecca Kelly. Lamar received little formal education, although he had private Latin instruction. By age twenty-three and married to his first wife Jane Meck Creswell, whom he wed in October 1821, Lamar became a commission merchant in Augusta and, by 1823, in Savannah. Lamar's expanding enterprises included banking and steamboating.

The Georgia legislature appointed Lamar director of the Planter's Bank of the State of Georgia in 1825. He also became the second largest stockholder in the Mechanics' Bank of Augusta by 1836. In 1833 Lamar invested in and experiment with iron steamships for commercial navigation. In 1834 he launched the John Randolph, the first commercially successful iron steamboat in the United States, as one of his fleet of eighteen in the Iron Steamboat Company in Augusta.

Lamar advocated free and direct trade between the South and Europe. As a conservative Democrat and constitutionalist, he helped form the State Rights party of Chatham County, Georgia, in February 1834 and entered his first and only foray into elective politics when he lost the aldermen's election in Savannah that fall.

In June 1838 his steamboat Pulaski exploded and sank, killing more than one hundred passengers, including Lamar's wife and six of their seven children. Lamar, his eldest son, and his sister survived. Turning to religion and temporarily abandoning shipping, Lamar returned to Augusta to rebuild his life. Within a year he married a Virginian, Harriet Cazenove, with whom he had five children. In 1845 the Lamas moved to Brooklyn, New York, where he resumed business as a commission merchant and invested in commercial vessels. By 1850 Lamar tired of the cotton business and sought other profitable ventures. With several associates, Lamar established in February 1851 the Bank of the Republic in New York City and served as president until 1855, when he resigned to devote more time to shipping and commission activities. He remained a director, resuming the presidency in May 1860. The directors of the Bank of Commerce in Savannah appointed Lamar its first president in May 1856; he resigned four years later.

From banking, Lamar turned his interests to insurance, becoming a director of the Great Western Insurance Company and a trustee of the Republic Fire Insurance Company in 1855. In 1856 he organized the Lamar Insurance Company. Lamar also became the exclusive agent for the American Guano Company in six southern states. Lamar speculated in stocks and bonds, always with an eye to increasing his fortune. Despising ostentatious displays of wealth, Lamar instead gave money to a broad spectrum of charities, from educational, literary, religious, and humanitarian societies to individuals.

In an 1863 letter to New York mayor Fernando Wood, Lamar wrote that "No man ever accused me with being a Southern man with Northern proclivities, and if any one were to have the hardihood to do it . . . I do not know that I could restrain my indignation." A late and reluctant convert to secession, Lamar embraced the Confederate cause when disunion became inevitable. Lamar's residency in New York gave him the opportunity to help the southern states on the brink of war in 1860-1861.

As part of Lamar's plan for disunion presented to South Carolina governor William Gist in 1860, he secretly purchased 10,000 guns from the Federal government to stock the South Carolina arsenal. He obtained a printing contract for the first Confederate treasury notes, delivered in April 1861. Lamar also
served as a conduit for diplomatic correspondence until threats on his life outweighed his usefulness in New York to the Confederacy. Remaining in the city until shortly after his wife died in May 1861, Lamar returned to Savannah.

Lamar supported the Confederacy, often at the expense of his business interests. Lamar advised Confederate secretary of the treasury Christopher Memminger and other officials, with most of his suggestions unheeded. Lamar's contributions during the war included constructing a floating battery for the Savannah harbor, reorganizing a hospital for war casualties, engaging in a personal crusade against speculators, serving as paymaster of state militia troops (15 Sept. 1861-c. July 1862), helping to formulate fiscal policy for the Confederate government, and convincing bankers to finance the fledgling government.

A year after the first Confederate banking convention in Atlanta (June 1861) chose Lamar as its first president, the bankers' confidence in the Confederacy waned. Lamar advocated a stringent direct tax on people, income, and property, but Memminger rejected the proposal. Lamar realized that cotton would be his best wartime investment. Fearing for the safety of his warehoused cotton, Lamar organized the Importing and Exporting Company in the spring of 1863 to ship the cotton through the Union blockade. A letter to New York congressman Fernando Wood, intercepted and published by the New York Times (7 Oct. 1863), suggesting a collaborative effort in blockade running, caused a minor uproar in the North and the South. Ever the practical businessman, Lamar explained his belief that the need for supplies should outweigh the concerns for international law and military strategy.

Lamar, disillusioned by 1864 with the financial confusion in the Confederacy, anticipated southern defeat and sought to protect his business interests. On 6 January 1865 Lamar voluntarily signed the Federal loyalty oath, while stating, "I have the conscientious belief that I did not share in support of the Confederacy, while I was in condition to do it." The Federal government confiscated his stored cotton and personal papers. Lamar was arrested on a charge of stealing U.S. property when he legally moved his own cotton. Found guilty, fined $25,000, and sentenced to three years imprisonment by a military commission, Lamar appealed. Lamar spent his last years in court battling to recoup over $1 million for the cotton. On 2 January 1873 the Court of Claims awarded to Lamar $578,343.51, the largest individual award of the postwar period, which he finally received in April 1874. Six months later he died in New York City; his will directed his heirs to fight for the other half of his claim. The family finally received almost $75,000 from three additional grants in 1919.

An Augusta citizen posthumously described Lamar as "high-toned, honorable, generous, and honest in his convictions." Eschewing a planter's life, Gazaway Bugg Lamar succeeded as a businessman--banker, commission merchant, and shipper--in both the agrarian South and the industrial North, earning respect for his financial acumen.

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Leeds, John (18 May 1705- Mar. 1790), public official, surveyor, and mathematician, was born at Bay Hundred, Talbot County, Maryland, the son of Edward Leeds and Ruth Ball. Leeds, apparently self-educated, developed an expertise in mathematics and an interest in astronomy. He married Rachel Harrison in a Quaker ceremony in 1726; the couple had three daughters. He resided in Talbot County for his entire life and held a variety of public offices, beginning in 1734 as a justice of the peace.

Periodically during his long career, Leeds held several public offices simultaneously, a practice that was not uncommon in provincial Maryland. The positions of county clerk, surveyor, and treasurer, and naval officer provided a steady income over a long period of time with little risk or trouble. Leeds purchased the position of clerk of the Circuit Court, Talbot County, from Tench Francis on 2 August 1738, but he faced criticism in 1739 from a committee of the Lower House for the way the transaction had been conducted. Nominal incumbent Thomas Bullen, Tench Francis's brother-in-law, had tried to buy the office but could not raise the money, whereupon Francis sold the position to Leeds. Leeds served a total of thirty-nine years in this office. Leeds's outspokenness brought him trouble in May 1738 when the Lower House of the Maryland General Assembly arrested Leeds for "expressions insulting the dignity and Honour of this House" and for making several reviling speeches impugning the authority of the House to call him before them. The House demanded an apology and payment of his one-fifth share of £13 17s costs; on 23 May they jailed him in Annapolis until he apologized.

From 7 March 1754 to the end of the colonial period (c. 1774), he held the title Surveyor and Searcher of Oxford. In this position Leeds could enter ships and warehouses, break open packages and trunks, and seize goods for infringements of the law at the port of Oxford. A 1770 report prepared by inspector John Williams for the customs commissioners at Boston indicated that the functions of the surveyor and searcher were useless, but the Treasury Lords refused to reduce patronage; the Revolution abolished these kinds of jobs. The ruling board members of the British treasury controlled customs policy, personnel, and conditions of the service, and manipulated patronage appointments for their own financial and political advantage.

Marking provincial boundaries required men knowledgeable in astronomy to serve as surveyors-general. Leeds's reputation for astronomical knowledge led to Governor Horatio Sharpe's recommendation in 1758 that he be appointed a commissioner of the provincial government. He received provisional appointment in 1760 and permanent appointment in May 1762. Sharpe noted that Leeds had "studied the Mathematicks as much as any Gentleman among Us," and he considered him "to have the most Mathematical Knowledge of any Person" and "to be by far the best in the province." Leeds and his fellow commissioners oversaw the boundary demarcation between Maryland and Pennsylvania, which was carried out by Charles Mason and Jeremiah Dixon, two professional surveyors, and he signed the minutes of the final meeting and the surveyors' boundary map on 9 November 1768.

Despite his reputation for astronomical knowledge, Leeds's astronomical methodology was somewhat careless. As an amateur astronomer he wrote a letter on 17 June 1769, subsequently published in the Philosophical Transactions of the Royal Society (1770), reporting on his observed transit of Venus with the sun using a watch and reflecting telescope. These observations proved inaccurate since he did not know the exact time or the longitude east of Annapolis, Maryland--two factors deemed critical to documenting the event. Although the Royal Society indiscriminately accepted and published any paper submitted, inclusion did not bestow upon the writer the mantle of expertise. Leeds's dabbling in
astronomy apparently did not attract the attention of more scientific amateur astronomers such as Benjamin Franklin and David Rittenhouse in Philadelphia; his reputation as a mathematician surpassed his recognition as an astronomer, especially outside Maryland.

From 29 September until 14 October 1766 Leeds was commissioned by Lieutenant Governor Sharpe as the treasurer of the Eastern Shore but resigned to accept the position as naval officer of Pocomoke. He was recommissioned on 28 August 1769 and on 29 April 1773 but resigned in September 1775 in favor of his son-in-law, William Thomas III. As a naval officer, Leeds received commissions on duties he collected and fees for entering and clearing ships, both of which were paid in money rather than in tobacco, which was used to pay most other fees. The Pocomoke office was the least remunerably valuable of the naval offices based on the commissions collected on duties paid.

Among the elite class of Talbot County residents, a strong minority withheld their full support of the American Revolution; some remained silently disapproving, some spoke in favor but did not follow through in action, and still others, like John Leeds, vocally denounced the move for independence. For his avowed Toryism, shortly before August 1777 he lost the clerkship that he had held since 1738.

After 1783 Leeds returned to favor and again served as surveyor-general of Maryland until his death at home in Wade's Point, Maryland. John Leeds's reputation as a skilled mathematician in colonial Maryland earned him the confidence of the governor who appointed him as one of the state's six commissioners to supervise the survey of the disputed Maryland-Pennsylvania boundary—the "Mason-Dixon line."

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**Bibliography**


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McKnight, William Lester (11 Nov. 1887-4 Mar. 1978), manufacturer, was born near White, Brookings County, South Dakota, the son of Joseph McKnight and Cordelia Smith, farmers. Born in a sod hut, McKnight attended a one-room primary school and graduated from White High School intent on attending a business college rather than farming.

In the fall of 1906 McKnight hired himself out to haul water for a threshing machine to raise the tuition. By the end of the harvesting season he had earned $280, enough to pay the $60 tuition at the Duluth (Minn.) Business University, where he enrolled in January 1907 to study bookkeeping, business-letter writing, and penmanship. After five months the head of the bookkeeping department sent McKnight to an interview for a bookkeeping job that would change his life forever.

McKnight arrived at the offices of the Minnesota Mining and Manufacturing Company (3M), "the scaredest boy that ever lived when I applied for the job." Sure he had failed the interview, McKnight returned to school. He then interviewed with a Michigan company that hired him. Because his mother became ill suddenly, he notified the Michigan company that he could not take the job. Fortuitously, the 3M Company hired the jobless McKnight, and on 13 May 1907 he joined the firm where he would spend the next seven decades.

McKnight thought he was going to work for "the largest manufacturer of sandpaper in the world," but in fact the company was teetering on bankruptcy. Unaware of the company's financial situation, McKnight happily accepted the $11.55-a-week salary and so impressed the management that they promoted him to cost accountant and office manager in Chicago two years later. The company continued its decline, however, until moving to St. Paul in 1910. When the sales manager resigned because he couldn't sell inferior and inconsistent products, management chose the 24-year-old McKnight as his replacement. Although inexperienced in sales, McKnight had new ideas that would revolutionize the company's business. He sent the salesmen into the shops to talk with and demonstrate 3M's products to the workmen rather than soliciting orders from front-office purchasing agents with a product catalog. Like his predecessor, McKnight found 3M's sandpaper inferior to its competitors', but McKnight pushed quality control and communication between the factory and salesmen.

McKnight abhorred crippling special discounts and determined to have 3M create a quality product for which the customer would be willing to pay a decent price. He also suggested that 3M avoid highly competitive markets. "Our eggs were all in one basket at the beginning," McKnight said. "If, by diversifying products we could be competing with different industrial groups, it was unlikely a trade war would hit them all at the same time. At least part of our business would always be profitable" (Comfort, p. 127). After three years McKnight recommended that 3M's president create a position of general manager to coordinate sales and production. In 1914 president Edgar B. Ober appointed McKnight to the new post. One year later he was named a vice president, and in 1916, for $500, he established a 3M research laboratory for testing and quality control.

World War I brought increased use of abrasives and financial success to the company and McKnight. He established the company's guidelines to diversify, maintain quality control, license patents for new products, increase sales by 10 percent yearly, expand production facilities, and maintain high employee morale. Under McKnight's leadership, company employees developed waterproof sandpaper, masking tape, and Scotch brand cellophane tape. In 1929 McKnight became president of the company. McKnight significantly increased the research budget for engineering and product development in 1937.
By the time he became chair of the board in 1949, 3M had grown into an industrial giant with more than $114 million in sales and 8,750 employees. That same year he reorganized and decentralized the company to give the diversified divisions more autonomy and also because one chief executive could no longer have hands-on control.

McKnight's work seemed to take precedence over pleasure. While on a business trip to Europe in March 1924, a colleague persuaded him to visit the Louvre in Paris. McKnight "raced through the galleries, not because he disliked sightseeing or art but because, on a business trip, he wanted to tend to business, not waste time in personal pleasures" (Comfort, p. 107). In the 1950s McKnight, a passionate horse-racing fan, developed the Tartan Stables and Breeding Farm, which bred and raced the notable Dr. Fager. It appeared that McKnight lived and breathed 3M; after a conversation with trainer John Nerud about track conditions, he had the 3M laboratories develop the artificial, all-weather Tartan surface for racetracks, playgrounds, and farms. McKnight retired from 3M in 1966 although he remained on the board of directors until 1973 and as director emeritus until his death. Devoting more of his time to racing, McKnight served as chair of Calder Race Course in Miami and co-owned Hialeah Park from 1972 to 1974.

McKnight served on the board of trustees of the Charles T. Miller Hospital and as a director of the Minnesota Mutual Life Insurance Company, First National Bank of St. Paul, and Anchor Casualty Company, all of St. Paul; Northwest Bell Telephone Company, Omaha; Durex Abrasives Corporation, New York; and the Great Northern Railway and Crane Company.

In 1915 McKnight had married Maude Gage, with whom he had one child, Virginia Edith McKnight Binger, who continued Tartan Farm and the McKnight Foundation, established in 1953 by her parents to fund social-service causes in Minneapolis; they bequeathed most of their estates to the foundation. After his first wife's death in 1973 he married Evelyn M. Franks, with whom he became a backer of successful Broadway shows. McKnight died at home in Miami Beach.

William L. McKnight took a failing sandpaper company from near bankruptcy to a multimillion dollar diversified conglomerate over seventy-one years, insisting on quality control, new product development, and serving customer needs. McKnight left three legacies--3M, Tartan Farm, and the McKnight Foundation.

Bibliography


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Perrine, Henry (5 Apr. 1797-7 Aug. 1840), physician and botanist, was born in New Brunswick, New Jersey, the son of Peter Perrine and Sarah Rosengrant. As a young man he briefly taught school in nearby Rocky Hill, then studied medicine. Perrine moved to Ripley, Illinois, in September 1819 to practice medicine on the western frontier. While experimenting in 1821 with quinine and arsenic for treating ague and malaria, he accidentally poisoned himself; his weakened health could not withstand the rigors of the northern climate, and in 1823 he moved to Natchez, Mississippi, where he practiced medicine until 1827. Perrine had married Ann Fuller Townsend in 1822. When he moved to Natchez, he left his wife and their three children with her father in Sodus and, later, Palmyra, New York, returning north for occasional visits.

In 1827 Perrine accepted an appointment as U.S. consul at Campeche in the Yucatan peninsula, Mexico, while his family remained in New York. He continued to use his medical skills to aid the local residents, and his compassion benefited both Perrine and the U.S. government. A routine circular letter requested consular officers to obtain local seeds and plants that might be of economic value to the United States. Perrine was one of the few consuls to respond enthusiastically. Because of his high standing in the community, the residents allowed him to collect seeds and live specimens normally forbidden to outsiders. Perrine sent seeds to the New York Botanical Garden herbarium, to New Orleans, and to southern Florida.

Determined to establish a plant nursery in a stateside tropical climate, Perrine wrote detailed reports to the State Department, the Treasury, and the navy about plants that would produce durable fibers, particularly sisal (Agave sisalana). He invented two machines to separate sisal fibers. He wrote to the Treasury in 1829 and 1830, requesting naval vessels off Yucatan to pick up plants, without success. Perrine sent seeds to Charles Howe, postmaster and inspector of customs at Indian Key, Florida, who kept detailed temperature records, as did William A. Whitehead, the mayor of Key West, Florida. To determine the best tropical climate for the Mexican plants, Perrine compared the botanical and meteorological data for Yucatan, Cuba, Louisiana, and southern Florida. He methodically gathered the temperature and soil data, selected his plants, and analyzed the economics of southern agriculture and population with the support of botanist John Torrey, Secretary of War Joel R. Poinsett, Chief Justice John Marshall, and Florida's territorial governor, William Pope DuVal. He chose the Cape Sable area of southern Florida for the site of his new venture and petitioned Congress in 1832 for a grant of land there. In 1833 Perrine introduced a few tropical plants, including kidney seed cotton, to Cape Florida.

The Senate Committee on Agriculture considered Perrine's voluminous data on the new kinds of plants that could be grown in Florida and saw the possibilities of converting unusable land into productive farmland. Perrine implored Congress to remove the Indians, garrison the area against attack, and grant him land of his choice for the tropical plant introduction station. Poinsett promised to establish a military post there. Perrine left Campeche with his seeds in January 1837. In Key West he arranged the incorporation of the Tropical Plant Company with the district judge James Webb. He arrived at Indian Key on 20 July, planted seeds in August, then, after visiting his family in Palmyra, traveled to Washington, D.C., to pursue the land grant. In Perrine's absence, Webb drafted the company's charter; the territory of Florida approved it by legislative act on 8 February 1838. On 7 July Congress awarded Perrine a provisional grant of one township (six square miles) of land in the southeastern extremity of the peninsula of eastern Florida on Biscayne Bay, citing his distinguished achievements and his knowledge of the soil and climate. While visiting his family in New York and New Jersey in the
summer of 1838, Perrine collected silkworm cocoons and seeds of useful and ornamental plants from northern greenhouses. In the midst of the second Seminole War, he and his family moved to the twelve-acre island, Indian Key, on 25 December 1838, to await the end of the war before settling on the mainland.

From Indian Key Perrine frequently traveled by sailboat to Cape Sable to begin work on his nursery, clearing land to transplant seedlings of more than 200 species he had sent to his partner Howe. Among the plants he expected would be of economic benefit to the United States were logwood, indigo, and annatto (Bixa orellana) for dyes, Manilla mulberry (Morus multicaulis) to feed silkworms, Agave americana; henequen (Agave fourcroydes), rubber, ginger, turmeric, mango, avocado, and the Perrine lemon, a hybrid of some limes he had imported. Perrine was the first to recognize the beneficial properties of the calcareous soil in southern Florida and extolled the virtues of its agricultural climate in letters published in the Journal of the American Institute, the Magazine of Horticulture, and the Farmers' Register between 1838 and 1840. In the Magazine of Horticulture (May 1840) he wrote, "I have always been a collector and distributor of facts and plants for the benefit of mankind—a gratuitous collector, a gratuitous distributor, and a zealous exhorter. I have never derived one cent from any traffic in plants, and never wish to earn a cent." In July 1840 Perrine shipped ripe fruit of the Manilla mulberries to the editor as proof of his horticultural success. He also supplied northern hothouses through the U.S. commissioner of patents' agricultural department and sent plants to Edmund Ruffin, editor of the Farmers' Register.

Perrine's plans and his life were cut short on 7 August 1840, when a band of Seminoles attacked the small settlement on Indian Key. He sent his family to hide under their house while he went upstairs to speak to the Indians. The Seminoles killed Perrine and torched the house, including all of his plant specimens, library, botanical records, and personal papers. His family escaped and moved back north. After his widow petitioned for relief and a tract of land, Congress converted Perrine's Cape Sable land to a permanent grant, awarding it to his widow.

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**Bibliography**

Perrine's personal and working papers were destroyed in the house fire set by the Seminoles. His letters to the Farmers' Register and the Magazine of Horticulture reveal much about his activities and work. Personal reminiscences by his son Henry E. Perrine, *A True Story of Some Eventful Years in Grandpa's Life* (1883), and his step-granddaughter, Frances F. Cleveland Preston, "One of the Heroes of Horticulture," *Garden Club of America Bulletin*, Nov. 1931, provide information about his family history. His daughter Hester Perrine Walker wrote about the massacre on Indian Key in "Massacre at Indian Key, August 7, 1840, and the Death of Dr. Henry Perrine," *Florida Historical Quarterly* 5, no. 1 (July 1926): 18-42. Accounts of the raid also appeared in *Niles' National Register*, 29 Aug. and 5 Sept. 1840.

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Rosen, Joseph A. (15 Feb. 1877-2 Apr. 1949), agronomist and resettlement expert, was born in Moscow, Russia, and apparently raised 100 miles south in Tula. Nothing is known of his parents and early life. He once acknowledged being held in the Boutirka prison for two months at age fifteen for reading a book that said Czar Alexander was a drunkard. He attended Moscow University in 1894 but, because of anti-czarist activities, was exiled to Siberia for five years. Within six months Rosen escaped to Germany, where he supposedly enrolled at the University of Heidelberg to study philosophy and chemistry. He supported himself by writing for Russian journals.

Rosen emigrated in 1903 to the United States, where gradually he worked his way west from New York to Michigan doing odd jobs as a day laborer and farm hand. After arriving in Lansing, Michigan, he worked on a farm for almost two years before enrolling as a special student at Michigan Agricultural College in 1905. While a student, Rosen prepared articles on American agriculture for Russian publications and worked as an assistant in the library. After he graduated with a Bachelor of Science degree in agriculture in 1908, the leaders of the province of Ekaterinoslav in the Ukraine, presumably impressed by his articles, hired him to establish and head a bureau to study American farming methods as they could be applied to Russia, whereupon he moved to Minneapolis, Minnesota, to set up the office. He referred to this position as chief of the American Agricultural Bureau of the Governmental Zemstvo of Ekaterinoslav; the sponsoring group may have been the State Agricultural Society of Kharkov. Rosen spent the first three of his six years in the position writing ten lengthy reports, then concentrated on his purchasing and sales agent responsibilities, for which he obtained large quantities of seeds and implements to be sold in Russia and sold Russian beet seeds in the United States. He introduced a strain of Russian rye into the United States; the high-yield rye seeds, presented to Michigan Agricultural College in March 1909, were named Rosen rye in his honor.

In October 1909 Rosen enrolled as a graduate student at the University of Minnesota in the College of Agriculture, Forestry, and Home Economics, but university records do not indicate if he graduated. He became a U.S. citizen in December 1909 and interrupted his studies in 1910, when called to Russia to supervise the South Russian Exhibition, an agricultural fair. He closed the Minneapolis office in 1914 and became agronomist and superintendent of the Baron de Hirsch Agricultural School in Woodbine, New Jersey, in October 1914. When the Ukrainian group resumed its activities in 1916, Rosen resigned from the school but remained a member of its Advisory Committee, and moved the bureau's office to New York City. There he became the New York representative for the Petrograd International Bank of Commerce in 1918 and served as a director of the Jewish Agricultural Society from 1919 to 1922 and in 1922-1923.

During the Russian famine of 1921-1923, American Jewish leaders Felix M. Warburg and James N. Rosenberg persuaded Rosen to become the U.S. representative of the Joint Distribution Committee (JDC) in Russia for Herbert Hoover's American Relief Administration. Hoover wrote to Rosenberg that Rosen "was during the famine period in that country a most valuable member of the staff of the American Relief Administration" (Rosenberg, pp. 301-302). Hoover later wrote to Dana Dalrymple that "I had occasion to know Rosen quite well ... He was a fine personality, deeply devoted to our problems, and a superb administrator" (Dalrymple, p. 159). When he sailed for Russia in October 1922 to spend the $1.24 million appropriation, Rosen took with him a staff of young American agriculturalists and tractor farming specialists as traveling instructors. They successfully introduced tractors to rehabilitate the Jewish farms, and Rosen's centralized repair shops became the model for
Soviet collective tractor stations.

Having found his calling, Rosen spent the rest of his life in Jewish farm relief and resettlement work. On 21 July 1924 the JDC appointed Rosen as head of their subsidiary, the American Joint Agricultural Society (called the Agro-Joint), to cooperate with the Soviet Society for Settlement of Jewish Toilers (KOMZET). Rosen believed that Russian Jews, rather than emigrating to Palestine, could integrate into the Soviet society through agricultural resettlement and training and thus gain citizenship rights previously denied them. Through his knowledge of Russian soil conditions, crop possibilities, and industrial problems, Rosen introduced modern scientific techniques of large-scale farming, promoted drought-resistant seeds, and taught crop diversification with American corn on 2.7 million acres to prevent a recurrence of the famine. Rosen compared the experiment to American frontier pioneering, with its share of troubles, disappointments, heartbreaks, and heartaches. His efforts relocated almost 300,000 Jews to more than three million acres in the Ukraine, White Russia, and the Crimea between 1924 and 1936--one of the largest Jewish colonization efforts in the world. Rosenberg praised Rosen as "a great builder, a man of creative intellect and vision, of expert knowledge and skill, [and] possessed of unflagging energy and patience" (Rosenberg, p. 314). In evaluating the outcome Rosen said in a report to Agro-Joint, "a tremendous change for the better has taken place for the Jews in the USSR and what a potent part in the improvement of the Jewish situation the work of our organization has played" (quoted in Evelyn Morrissey, *Jewish Workers and Farmers in the Crimea and Ukraine* [1937], p. 311). Rosen returned to the United States in 1937 and Agro-Joint completed its activities in September 1938 as the Soviet government halted the work under the threat of impending war with Germany. At the end of the war, any trace of these Jewish settlers—all presumably destroyed by the Nazis—had disappeared.

Seeking a haven for German Jewish refugees, Rosen conducted a resettlement study of British Guiana in 1939 as a member of a special commission appointed jointly by President Franklin D. Roosevelt's Advisory Committee on Political Refugees and the British government. He rejected the location for environmental reasons, and the American Jewish community likewise withheld support for the project. That same year for the American Friends Service Committee he surveyed Mexico as a potential resettlement location. As vice president of the JDC-sponsored Dominican Resettlement Association, Rosen subsequently directed a resettlement project for European refugees in Sosua, Dominican Republic, in 1940. Though in his sixties, he personally traveled for one month through the country on foot, by car, and on horseback to examine various tracts of land. Of 4,000 Dominican visas issued to German Jews, approximately 800 refugees settled on 40,000 acres at Sosua.

Rosen died at his New York City home, leaving his wife, Katherine N. Shoubine, and two sons.

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to and from Rosenberg about Rosen, and a report about the Dominican Republic resettlement. An obituary is in the *New York Times*, 2 Apr. 1949.

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Sloane, Isabel Cleves Dodge (26 Feb. 1896-9 Mar. 1962), race horse and dog owner and breeder, was born in Detroit, Michigan, the daughter of John Francis Dodge, an auto manufacturer, and Ivy S. Hawkins. Sloane attended the Liggett School in Grosse Point, Michigan, from which she graduated in 1913. Her father died in 1920 and she inherited $7 million of his $40 million estate, which was divided among her four siblings. On 28 February 1921 she married securities broker George Sloane.

In 1923 Sloane and her husband started Brookmeade Stable in Locust Valley, New York, where they owned an estate. Sloane did not ride horses herself; she played tennis and golf, fished for salmon, and shot grouse. However, she once commented to the New York Times (16 Sept. 1934), in one of her rare interviews, "I'd always liked horses; [they] interested me. I thought it would be amusing to own one and have it run for me. We picked up a [steeplechase] horse named Skyscraper [II] on sale, and he made me a fan for life by winning his first important start, the Manley in Maryland [in 1924]." Among her best known steeplechasers were National Anthem, Delhi Dan, Fleettown, Greek Flag, and His Boots, the latter being the Grand National winner in 1949 and 1953.

In 1925 Brooms became the first thoroughbred stakes winner to carry the white silks with the royal blue cross sashes of Brookmeade Stable when he won the prestigious Hopeful Stakes. By 1927 Sloane focused more on flat racing than on the jumpers. Arthur White of Middleburg, Virginia, a lifelong friend and confidant, handled her steeplechase division until shortly before her death.

After Sloane and her husband, who were childless, divorced in 1929, she purchased land in Upperville, Virginia. There she established Brookmeade Stud for breeding race horses. She also purchased a house overlooking the golf course in Saratoga, New York, where her horses competed at the historic track during August. Originally Sloane developed her racing stock by purchasing her runners at yearling sales and then retiring them to stud in Virginia at the end of their racing careers. After several years of building up her stock and selective breeding, she produced some notable winners, among them Sailor, Sword Dancer (top money earner and Horse of the Year in 1959) and Bowl of Flowers (champion two-year-old filly in 1960). The success of Brookmeade helped revive Virginia's horse breeding industry.

In 1932 Sloane purchased Cavalcade for a paltry $1,200 at the Saratoga yearling sales. By 1934 the colt developed into a multiple stakes winner, with six victories including the Chesapeake Stakes (in which Cavalcade set a new track record) and the Kentucky, American, and Detroit derbies. When Cavalcade won the Kentucky Derby, the usually dignified and sedate Sloane screamed wildly, calling it "the greatest thrill of my life." She later named her Saratoga stable area Cavalcade Park in honor of her big winner. The success of Cavalcade and other two and three-year-olds, including Preakness winner High Quest, placed Brookmeade as the top money-winning stable for 1934, making Sloane the first woman to outearn all other thoroughbred owners in a given year. In only her tenth season of racing, Sloane's horses won 49 races and earned over $250,000. She topped the list of money won by leading owners again in 1950 and in 1959.

Sloane enjoyed betting on the races, except for the big races in which her horses ran. She made it a rule not to bet "because I'm much too interested in the race even to think about betting." Otherwise, she "bet small sums, because the interesting thing about betting to me is not the amount of money you can make. It's whether or not you can finish ahead of the bookmakers for the day" (New York Times, 16 Sept. 1934).
At the stable Sloane was a "hands-on" owner who made all major decisions regarding the purchasing, breeding, and racing of her horses. Sloane employed first Robert A. Smith, then Preston Burch, and finally Burch's son Elliott Burch to train her race horses. During the height of Brookmeade Stable's prominence on the racing circuit, Sloane kept 85 horses in training, with entries in nearly every major stakes race.

Sloane generally shed away from high society and its trappings to devote her energies to the kennels and stables, although she occasionally hosted extravagant parties at track clubhouses. In her characteristic bluntness, Sloane, who was a conservative dresser, once sent a butler back to the telephone to respond to a society editor's inquiry about what she would wear to the races the next day: "I have delivered your message to Mrs. Sloane and Mrs. Sloane wishes me to say to the person telephoning, 'Who the hell cares?'" During World War II she helped raise money at race tracks for the war effort and played a role in both the American Women's Voluntary Services and its salvage bureau.

In addition to the racing stable Sloane devoted herself to breeding pedigree show dogs, a pursuit that began when she and her husband started kennels in Syosset, New York. Under the management of Frank Brumby, later a respected show judge, Brookmeade Kennels specialized in breeding and showing medium-sized and miniature schnauzers and basset hounds. She imported from Germany and England the finest bloodlines of these two breeds, considered to be her greatest contribution to purebred dog fancy in the United States. Sloane's first award-winning schnauzer was Champion Fred Gamundia, judged best in show at Westbury in 1925 and best of breed in 40 more shows. Brookmeade Kennels also introduced the basset hound to America. In 1928 Sloane's Walthamton Grappler took best in breed in bassets and Champion Harno vom Schoenblick won best in breed in schnauzers at the Westminster Kennel Club show. A keen business woman, Sloane sold off an entire season's 22 yearlings for $142,800 in 1952 when she discovered the kennels were more financially successful than the stable. Thereafter she operated Brookmeade on a reduced scale.

Sloane died unexpectedly following intestinal surgery in West Palm Beach, Florida. The horses of Brookmeade Stable and Brookmeade Stud were sold at a dispersal sale. During her lifetime Sloane was known, along with Helen Hay Whitney, as "the first lady of racing." Through her success in horse racing and dog breeding, she has remained one of the most noteworthy sportswomen in America.

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Straus, Isidor (6 Feb. 1845-15 Apr. 1912), merchant, was born in Otterberg, Palatinate of Bavaria, the son of Lazarus Straus, a peddler and merchant, and Sara Straus. Lazarus Straus immigrated to the United States, settling in Talbotton, Georgia, in 1852; his wife and four children arrived in September 1854. Lacking a Jewish synagogue, Lazarus sent Isidor to Baptist Sunday school. Isidor attended Collingsworth Institute from 1856 to 1861.

When his father's partner enlisted in the Confederate army in 1861, sixteen-year-old Isidor left school to help in the dry-goods store. Talbotton boys organized a militia company that elected Isidor first lieutenant. When the partner returned to the store after eighteen months, Isidor considered attending the Georgia Military Academy but changed his mind after a hazing incident during a campus visit. The following day Isidor Straus embarked upon his lifelong mercantile career by contracting with a local mill to sell some of its product.

Because of the northern blockade of southern ports, a Columbus, Georgia, company organized in 1863 to send an agent to Europe to outfit steamers to run the blockade; they selected Isidor Straus to accompany the agent as his secretary. They left Columbus for London in June 1863 but split up in Columbia, South Carolina—Isidor traveling alone to Nassau and, via several ports, to London. While awaiting business to commence, he accepted a clerkship in a Liverpool office dealing in southern securities. The head office man taught Isidor double entry bookkeeping, which would benefit him greatly. Isidor speculated in Confederate bonds and other company shares, sustaining several losses that cured him of speculation but also profiting considerably. At the end of the war, Isidor reunited with his family, which had relocated to Philadelphia. Duty-bound to assist his father in starting anew, Isidor insisted in the fall of 1865 that they move to the primary market, New York, rather than stay in a secondary one.

A chance meeting in 1865 prompted Lazarus Straus to purchase a former supplier's stock and embark in the wholesale crockery business in New York. Father and son rented a store and opened for business on 1 June 1866 with $6,000 capital. Isidor used his $10,000 gold earnings from England to purchase and furnish a residence for the family. Isidor kept the books, bought the goods, sold goods, and opened and closed the store while brother Nathan functioned as the traveling salesman to mostly small country towns in the South and later the West. That first year L. Straus & Sons grossed $60,000, with one-third as profit. By 1869 they were able to move to larger facilities, renting an entire building. In 1871 Isidor married Ida Blun, with whom he had seven children.

Nathan Straus, tired of traveling, contracted with R. H. Macy & Co. to sell them china. In March 1874 the Strauses opened a department in Macy's basement to sell a full line of crockery, china, bric-a-brac, and glassware. After R. H. Macy died in 1877, the store went through a succession of partners, finally culminating in 1887 with Isidor and Nathan's purchase of a half-interest, and copartnership, in the firm on 1 January 1888. In 1896 their partner, Charles B. Webster, sold half of the business to Isidor and Nathan, giving the Strauses full control of R. H. Macy & Co. Three years before, the Straus brothers had joined in a partnership with Abraham Abraham to buy out Abraham's former partner in the dry-goods store known as Wechsler & Abraham. The resulting Abraham & Straus was to become a highly successful department store chain in the New York metropolitan area.
life to the extent that he would not arrive home until 11 or 12 o'clock at night. His only outside interests were banking, currency, and tariff problems, which he began studying in 1882. A Gold Democrat and friend of President Grover Cleveland, Straus advised the president to call a special session of Congress in 1893 to repeal the Sherman Silver Purchase Act. With an interest in national politics, particularly monetary and tariff reforms, Straus was elected to the U.S. House of Representatives, to fill an unexpired term, serving from 30 January 1894 to 3 March 1895. He continued to take an active role in Macy's and commuted between Washington, D.C., and New York. Disappointed with the success of the Free Silver movement and antireform sentiments, Straus declined to run for reelection. He also declined nomination for New York City mayor in 1901 and 1909.

In addition to his involvement in Macy's and Abraham & Straus, Straus served as director of the Hanover National Bank and New York County National Bank and as president of the New York Retail Dry Goods Association and New York Crockery Board of Trade. Other professional activities included the vice presidency of the New York State Chamber of Commerce and membership on the New York and New Jersey Bridge Commission and on the World's Fair Commission. He also served as a trustee of the Montefiore Home for Chronic Invalids, vice president of J. Hood Wright Memorial Hospital, and board member of the Birkbeck Company, which gave low interest loans. He founded the American Jewish Committee, contributed to the endowment fund to reorganize the Jewish Theological Seminary, and organized and served as president of the Educational Alliance to Americanize Jewish Immigrants from 1893 to 1912. In 1905 Washington and Lee University awarded Straus an honorary doctor of letters.

Straus and his wife met death together on the doomed maiden voyage of the Titanic in April 1912. Ida Straus refused to get in a lifeboat without her husband, who would not take a place in a lifeboat as long as any women were still on board; the couple remained at each other's side as the ship sank. At a memorial service a month later, Bishop Thomas F. Gailor praised Isidor Straus for "his bright nature, his quick sympathy, his rare intelligence."

Devoting his life to business, Straus steered R. H. Macy & Company and Abraham & Straus to increasing profitability and expansion. He maintained Macy's cash-only sales policy, instituted depositor's accounts, and sold goods at 6 percent less than competitors. In his outside activities, Straus carried forward his business philosophy to benefit government and charitable agencies.

Bibliography

The Straus Family Papers in the New York Public Library contain family and business correspondence, speeches and writings, notebooks, scrapbooks, and materials related to Isidor Straus's political career and to his death and provide biographical information. One year before his untimely death, Straus wrote an autobiography for his children; a photostatic copy of the transcript is held by the American Jewish Archives, Cincinnati, Ohio, and a privately printed edition (1955) is in the Oscar Solomon Straus Papers in the Library of Congress Manuscript Division. An excerpt appears in Jacob Rader Marcus, Memoirs of American Jews, 1775-1865, vol. 2 (1955). Oscar S. Straus quotes extensively from his brother's autobiography in his Under Four Administrations: From Cleveland to Taft (1922).

Concerning Straus's business activities, see Ralph M. Hower, History of Macy's of New York, 1858-1919 (1943). His brief political career is mentioned in the Biographical Directory of the United States Congress, 1774-1989 (1989); his legislative role is outlined in the Index to the Congressional Record, 53d Cong., 2d sess. (1894). Following his death, the New York Times, 9 May 1912, published a funeral
notice and noted a public memorial meeting to be held 12 May 1912, a transcript of which is held by the American Jewish Archives.

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Straus, Jesse Isidor (25 June 1872-4 Oct. 1936), merchant and diplomat, was born in New York City, the son of Isidor Straus, a merchant, and Ida Blun Straus. Straus received his early education (1882-1889) from the Collegiate Institute of Dr. Julius Sachs, who influenced him to attend, and graduate from in 1893, Harvard University. Early on, Jesse developed an ascetic, frugal approach to life; in a notebook kept during college he accounted for every penny spent. Along with his fiscal exactitude ran a compulsion to work that often drove Jesse beyond his physical endurance into illness.

Eager to enter his father and uncle Nathan's business, the R. H. Macy & Company department store, Straus reluctantly completed college, only to be sent by his father to work as a clerk first at the Hanover National Bank and later at the Abraham & Straus dry goods store. After proving himself worthy of the family's main store, Jesse Straus began his lengthy association with R. H. Macy & Company on 3 September 1896. By requiring Jesse to learn the operations of each department, starting with receiving, his father provided him with a well-rounded understanding of the entire business. During this period of his life, in 1895, he married Irma S. Nathan, with whom he was to have three children.

Once at Macy's, Jesse Straus soon progressed to buying. He and a younger brother, Percy, trained as a team, with each specializing in the areas of his interests and strengths. Jesse learned clothing and dry goods and concentrated on sales promotion and finance. In 1900 the brothers, entrusted with selecting a new site for the store, carefully examined potential locations and chose Herald Square at Broadway and Thirty-Fourth Street, near what would become Penn Station, the Pennsylvania Railroad’s passenger terminal completed in 1911 in midtown Manhattan. The Macy's at Herald Square, which opened in 1902, became the world's largest department store.

Jesse, with his sales promotional abilities, developed in 1902 a system of depositors' accounts that allowed customers to deposit money with the company against which they drew for purchases in lieu of a credit account. When the youngest brother, Herbert, joined Jesse and Percy as a member of the family firm in 1903, Isidor's sons took over the administration of Macy's, and Jesse, with his financial expertise, guided the store to increasing profits.

From his earliest years, Jesse Straus idolized his father and worked to build an industrial monument, a code of business ethics, according to the precepts laid down by the elder Straus. The death of both parents on the Titanic in 1912 left him and his two brothers each as one-sixth owner of Macy's; they bought their uncle Nathan's half for $7.5 million. In February 1914 the triumvirate of Jesse, Percy, and Herbert Straus owned R. H. Macy & Company outright, operating under the principle "what's best for business." When they incorporated the firm in 1919, Jesse Isidor Straus became president.

A lifelong Democrat, Straus began his political career in conjunction with Franklin D. Roosevelt's rise to power in New York, first serving as a member of the New York City comptroller's transit advisory committee in 1928, then on Governor Roosevelt's New York State Commission for the Revision of Tax Laws in 1930; the following year Roosevelt appointed him to head the New York State Temporary Emergency Relief Administration (TERA). Jesse, particularly interested in taxation and trade relations, brought the mercantile view to his public service roles; in his three years with TERA, he found work for 54,000 people in New York City alone and judiciously allocated $38 million for unemployment relief. To ascertain the viability of Roosevelt's running for president, Straus conducted in 1931 a political poll, one of the first of its kind, among the delegates to the previous Democratic National Convention. He then organized and presided over the Roosevelt Business and Professional League in 1932 to seek
support for the candidate, recruiting most of the 25,000 members. In addition, Straus served as a member of the Democratic National Committee's financial subcommittee.

As a young man, Straus had decided that he would retire from business at age sixty and serve in public office. With Roosevelt's election as president in 1932, Straus had his eyes on the post of secretary of commerce. He was offered, instead, the nomination as ambassador to France, which he accepted two weeks before his sixty-first birthday. Roosevelt chose in Straus a fluent French speaker who also had business ties in France. Devoting himself exclusively, for the first time, to one career, Straus resigned from the presidency of Macy's, the Bowery Savings Bank's board of trustees, and the Harvard University Board of Overseers (on which he had enthusiastically served since 1927). Rather than invite the perception of his influencing public policies in favor of Macy's, Straus divorced himself from business dealings with the company. Accustomed to swift action in the marketplace, Straus deplored the bureaucracy in the State Department; his suggestions for improvement went unheeded. As ambassador, he negotiated the removal of trade barriers between the United States and France and ended double taxation of U.S. companies with French offices. Plagued by ill health in the mid-1930s, he consulted his son-in-law, Dr. Robert Louis Levy; the family declined to tell Straus that he had advanced, terminal cancer. Increasing weakness prompted him to resign from the ambassadorship in August 1936 and return to New York, where he died at home of pneumonia.

Straus followed his father's example not only as head of Macy's but also as a principled businessman with a sense of civic duty. As tireless as his father, he was almost always on the job; away from work, he had to keep himself fully occupied as well. A nonpracticing Jew, he focused his philanthropy on Jewish charities and served on the boards of several of them. In service to business, he became vice president of the New York State and U.S. Chambers of Congress. Straus left his greatest mark, however, on the store at Herald Square, which he was instrumental in building into a retail enterprise of unprecedented financial strength. At the onset of the Great Depression, Macy's could claim annual sales of nearly $100 million.

Bibliography


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**Whitney, Harry Payne** (29 Apr. 1872-26 Oct. 1930), financier and sportsman, was born in New York City, the son of William Collins Whitney, a lawyer and financier, and Flora Payne. As the first son of wealthy parents, Whitney attended the Groton School and graduated Phi Beta Kappa from Yale University in 1894. He studied law at Columbia University in 1895 and 1896, as well as under Elihu Root, but he neither graduated nor took the bar examination. Characterized by one professor as "one of the most brilliant students I have known," Whitney found that his law studies interfered with polo. In 1896 he married Gertrude Vanderbilt (Gertrude Vanderbilt Whitney), later a sculptor of some acclaim, with whom he had three children. In 1902 Gertrude wrote in her journal of her husband, "His nature is a strong one and given to many impulses and combined with a brain of unusual activity he might live to do great things... He has known no discipline. Life has given him all he has asked of it from the beginning. Indulgent parents provided for every wish before it was uttered; it is most wonderful of all that he retains any strength."

Whitney joined his father in business. Representing his family's interest in the Guggenheim Exploration Company (Guggenex), he accompanied Daniel Guggenheim west in 1902 to explore for silver, copper, and lead for the smelting business. Whitney financed the building of the resulting Guggenex mines until the profitable firm disbanded in 1916. Assuming increasing responsibility within his father's banking, mining, real estate, and street railway businesses, Whitney served as a director of twenty companies. Following his father's death in 1904, Whitney inherited $10 million--half of his father's estate--and increased this fortune more than sixfold by the time of his own death. On his own, Whitney invested in the petroleum industry, including Mammoth Oil and Sinclair Oil, and in mining companies.

Despite his success in business, Whitney preferred to spend his time playing polo, yachting, and building a successful horse racing stable and breeding farm. Whitney first distinguished himself in the sports world as a five-time, ten-goal-handicap polo player--the highest rank in the sport. As captain he led the American team, also known as the "Big Four," to its first International Cup victory against the British in 1909, and again in 1911 and 1913. Under Whitney's direction, the team radically changed the sport by using the back as an offensive player, a strategy later adopted by the British and Argentine players. Polo historian Thomas F. Dale wrote of Whitney that "he was able to obtain a unity of purpose of action from his men which English leaders have so far often failed to do" (quoted in Bowmar, p. 189). When age and stiffness hampered his ability to play competitive polo, Whitney served as chairman of the executive committee (1923-1924) and member of the selection committee (1924) of the U.S. Polo Association.

Introduced to horse racing by his father, who had successful stables in America and England, Whitney helped out at sales, planned strategy, and oversaw the English racing stable from 1901 to 1903. With his friend Harmanus B. Duryea, he purchased in 1902 his first two-year-old, Irish Lad, from John E. Madden. Madden noted that "they were exceptionally keen observers--learned the ropes quicker than any men I ever knew. Harry Payne Whitney has few, if any, equals in this line (selecting horses)" (quoted in Bowmar, p. 184). When his father died, Whitney bought his horses.

Racing a full stable under his own name for the first time in 1905, Whitney earned more that year than his father's stable had ever won and placed second on the owners list with $176,447. The Whitney stable ranked first eight times and near the top consistently between 1905 and 1930. Whitney replaced Madden as top breeder in 1929 with $825,374--a record that stood until 1944. His horses won nearly $4 million (twice as much as any other owner), and he bred 140 stakes winners--more than anybody of his
time. Among Whitney's leading stakes-winning horses were Burgomaster, John P. Grier, Whisk Broom II, Mother Goose, Whiskery, Equipoise, and Top Flight. In 1915 Regret became the first, and for sixty-five years the only, filly to win the Kentucky Derby. The aptly named Upset defeated the great Man O'War in 1919 for his only loss. From 1904 until his death Whitney leased Lewis S. Thompson's Brookdale Farm in Lincroft, New Jersey, for his training facility, and in 1916 he moved the breeding operation to Lexington, Kentucky. By that time he also maintained breeding facilities in England. Whitney served as vice president of the Saratoga Association for the Improvement of the Breed of Horses and as a director of the Westchester Racing Association. Whitney's major influence on horse racing was his emphasis on developing outstanding two-year-old thoroughbreds. According to turf historian John Hervey, Whitney's "paramount ambition was the production of brilliant two-year-olds, in which he won unqualified success" (Hervey, p. 164).

Whitney devoted considerable time to his own pursuits, to the exclusion of his wife and children. Their marriage became an impersonal arrangement in which he attended to his horses, polo, shooting, and business, while Gertrude developed her sculpting talents. One of the many interests the couple did not share was hunting. In 1922 Whitney bought "Foshalee," a quail plantation in Leon County, Florida, adjoining Lewis S. Thompson's "Sunny Hill." At the time he seemed to be ready for a quieter type of hunt than the Indian tiger shoots he liked in his youth. Whitney's dogs excelled in the Georgia-Florida Field Trials. At the time Whitney served as vice president of the Georgia-Florida Field Trial Club in 1925, his dog Lady won third place in the trials. Two of his dogs placed first and second in 1926 and 1928.

Whitney's charitable activity centered around New York City's Museum of Natural History, the New York Public Library, the Metropolitan Museum of Art, and the Whitney Art Museum, the latter having been established by his wife. During World War I he supported a French hospital, contributed $100,000 to the Red Cross, subscribed heavily to war bonds, donated to various war relief agencies, and subsidized the First Yale Unit (an aviation training program). He died of pneumonia at his New York City home, leaving $71 million to his wife and children.

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### Bibliography


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Whitney, John Hay (17 Aug. 1904-8 Feb. 1982), financier, philanthropist, and sportsman, was born in Ellsworth, Maine, the son of Payne Whitney, a capitalist and philanthropist, and Helen Hay Whitney, at the time a poet. "Jock" Whitney graduated from Yale in 1926 and studied history and literature at Oxford for one year. His father's death in 1927 brought him home to assume control over the Whitney business interests in oil, tobacco, street railways, and real estate, worth cumulatively almost $179 million.

At an early age Whitney developed his lifelong interests in theater, film, journalism, and sports. He pursued his love of theater and film as an investor in Broadway shows and motion pictures. Between 1928 and 1948 he backed forty plays, including Gay Divorcee, Charley's Aunt, Life with Father, and A Streetcar Named Desire. Whitney did not simply invest his money but read scripts and participated in the casting of shows. He entered the motion picture business in 1933 as owner of Pioneer Pictures, which introduced Technicolor. Between 1935 and 1940 he was the New York-based chair of the board and East Coast manager handling the commercial end of Selznick International Pictures, which made ten films, including the hits A Star Is Born, The Prisoner of Zenda, Rebecca, and Gone with the Wind. He handled the bookings, advertising, and foreign distribution and, with David O. Selznick, acquired story properties and made major casting decisions. Not every play or film Whitney backed found box office success, but his $2 million investment in movies earned him a profit of $1.5 million by 1948.

Whitney was a member of the board of trustees for the Museum of Modern Art in New York City beginning in 1930. He began its film library after the museum put him in charge of soliciting films and money from the studios between 1935 and 1955.

With the advent of World War II Whitney sold his film interests and enrolled in officers' training. In the fall of 1940 he joined with Nelson Rockefeller to run the Motion Picture Division of the Office of the Co-ordinator of Inter-American Affairs to develop better relations with Latin America. Whitney received his commission as captain in the U.S. Army Air Force in May 1942 and progressed through the intelligence ranks to colonel. He was captured by and escaped from the Germans in France in 1944. This experience profoundly affected Whitney, and he resolved to channel his resources into three main streams--wise investments, philanthropy, and living well. Whitney's first marriage, to Mary Elizabeth Altemus in 1930, ended in divorce ten years later; they had no children. He married Betsey Cushing Roosevelt in 1942 and adopted her two daughters in 1949.

He created the John Hay Whitney Foundation in 1946 to "promote the development of knowledge and application thereof to the improvement of social welfare" by ameliorating the plight of the disadvantaged through funding humanities programs with $1 million each year. Rockefeller said Whitney "has always been on the constructive, liberal side of things and hasn't been afraid to say so" (Kahn, p. 72). Selznick told an interviewer that Whitney was "an extraordinarily able, well-balanced, objective, and conscientious man with a wonderful sense of obligation, both to his wealth and to the public interest" (Kahn, p. 110).

Founded concurrently with the foundation in 1946, J. H. Whitney & Company began with $10 million to invest in chancy enterprises with limited appeal to conventional sources of financing. One of the many successes was Minute Maid orange juice. The original 1946 investment had increased tenfold by 1980; much of the success has been attributed to Jock Whitney's insights into individuals and his knack for evaluating business prospects.
Twice Whitney chaired fundraising committees to elect Dwight D. Eisenhower president; Eisenhower often golfed and hunted quail on Whitney's "Greenwood" plantation in Georgia. Because of his marked shyness and mild stutter, Whitney reluctantly accepted the ambassadorship to the Court of St. James from 1957 to 1960. Whitney's only other diplomatic or foreign relations experience consisted of appointments to the Presidential Commission on Foreign Economic Policy to investigate tariff and trade programs in 1953 and as special ambassador with the U.S. delegation to South Korea in 1956. The diplomatic post to Great Britain afforded Whitney the opportunity to smooth Anglo-American relations and negotiate the West Indian American Defence Agreement, ratified in 1961. While in England, he became interested in the plight of the New York Herald Tribune and began investing in the Republican newspaper. He formed the Whitney Communications Corporation in 1958 to buy small weekly newspapers, magazines, and television and radio stations. Upon returning to the United States in 1961, Whitney assumed the role of publisher and editor in chief but failed to salvage the Tribune. After spending almost $40 million, he closed the paper in 1966 but converted the Paris edition into the successful International Herald Tribune.

Throughout his adult life, Whitney owned horses. He began playing polo in prep school and took up the sport seriously in 1929. His Greentree team won the U.S. open championship in 1935 and in 1936, when he attained a six-goal handicap. Whitney sold the horses in 1939 and retired from active participation. For his twenty-second birthday, Whitney had received two thoroughbreds from his father to start his own racing stable. Two years later he became the youngest member of the American Jockey Club. He began racing thoroughbreds in England in 1928. In America, Whitney kept his stable, Mare's Nest Farm, in Lexington, Kentucky. His mother brought him into a 30 percent partnership in Greentree Stable in 1942; after her death in 1944, Jock and his sister Joan Whitney Payson inherited the remainder of Greentree Stable on Long Island and Greentree Stud in Kentucky. Whitney then incorporated his stable into his 63 percent share of Greentree. He preferred to breed his own racers and bought breeding stock only at sales. Whitney and his sister produced the 1949 Horse of the Year, Capot; the 1953 Horse of the Year, Tom Fool; and the 1968 Belmont Stakes winner, Stage Door Johnny, among other numerous stakes-winning horses. Throughout Whitney's career in racing he thought of it as a sport rather than a business, a philosophy he frequently espoused as an officer of the New York Racing Commission and the Westchester Racing Association and, after 1934, as an executive of the American Thoroughbred Breeders Association. Whitney died at his "Greentree" estate on Long Island.

**Bibliography**


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