

# THE LOCKE SOCIETY

LIFE, LIBERTY & EDUCATION



*Unit*

*Topic*

**Industrialization**

**The Captains of Industry (Project Learning)**

## *Lesson Plan*

### *Aim*

To evaluate the benefits and challenges of capitalism by analyzing the contributions of the Captains of Industry then and now.

### *Rationale*

Contrary to what many may believe, the government is not what made America a superpower. America's growth and prosperity began much like the nation did itself, with determined, innovative individuals brave enough to take a risk. Businesses are born out of a dream to achieve greatness, and greatness is not a bad thing. This lesson will not only raise the hopes and dreams of students but remind them of the importance of hard work and determination. Although the challenges of capitalism will be presented through some of the unjust business practices of the time, teachers will also present the benefits of having an economic system that gives incentive for hard work and which is essential in building a powerful nation. Relating history to present day brings it to life for students. In a world where new frontiers mean new business opportunities, students can learn how capitalism is still necessary for this growth.

### *Student Learning Objectives*

Students will be able to evaluate the benefits and drawbacks of an economic system.

Students will be able to make connections between the past and present.

Students will be able to create a presentation to present facts clearly and concisely to their peers.

### *Civics Connection*

- How can one change, strengthen, or improve upon a social, political, or economic standing?
- How have social, political, and economic responsibilities developed over time and how do they impact the growth of a nation?

\*See the *Civics Connection Through Questioning* guide in *Civics* for more ideas.



## Vocabulary

John D. Rockefeller	J.P. Morgan	Henry Huttleston Rogers
Andrew Carnegie	Milton Hershey	Henry J. Heinz
Cornelius Vanderbilt	Marjorie Post	William Kellogg

## Materials and Resources

1. Text: Biographies
2. Handout: 2 Guiding Questions Organizers (Industrial Era and Present Day)
3. Handout: 2 Note-Taking Organizers (Industrial Era and Present Day)
4. Handout: Compare and Contrast Organizer
5. Handout: Presentation Feedback

*Suggested Sources for Student-Led Research:*

*Biography.com, The History Channel, philanthropyroundtable.org*

## Procedure

### **Do Now:**

Are businesspeople more beneficial or more harmful to society? Explain.

### **Lesson:**

Review the selected tenets of capitalism (competition, risk, profit motive) by explaining the definitions of each and asking students for examples to show their understanding. *This mini lesson is a review since it should follow a more formal lesson on Adam Smith and capitalism.* The teacher should model at least one individual to show students how to complete the activity. (Suggested model: Cornelius Vanderbilt)

### **Collaborative/Independent Work 1: (time at the teacher's discretion)**

Students should be in groups of 3-4 students pre-selected by the teacher. Each group will be assigned a captain of industry from the industrial era to research. They will research the captain's early life, the development of his/her industry (including how capitalism made it possible and its benefits to society), the challenges faced in/by the business, and philanthropy including specific monetary values and motives for the cause. The industrialists who should be studied include Cornelius Vanderbilt, J.P. Morgan, John D. Rockefeller, Andrew Carnegie, Henry Huttleston Rogers, Henry J. Heinz, William Kellogg, Marjorie Post, and Milton Hershey. Before beginning research, students will create a list of questions for each category to help focus their research. Students will use their questions to guide their research. (Handouts provided)

### **Collaborative/Independent Work 2: (time at the teacher's discretion)**

Each group will select one present-day businessperson to which they will relate their captain of industry. They should explain why they selected the individual and identify similarities and differences between them (follow the same questions as above).

### **Collaborative/Independent Work 3: (time at the teacher's discretion)**



Prepare a presentation using PowerPoint or any other digital platform available as per the teacher's discretion to explain their captain of industry to their peers including how they related him/her to a present-day businessperson.

List of suggested present businesspeople students may choose from:

Jeff Bezos, Mark Zuckerberg, Steve Jobs, Larry Page and Sergey Brin, Alice Walton, Jacqueline Mars, Laurene Powell Jobs

**Share: Presentation (time at the teacher's discretion)**

While each group presents, students should note key facts for each captain of industry of the industrial era. Students should also provide feedback to each group by evaluating what they did well and what can be improved upon in their presentation.

**Close:**

Explain what life would be like without capitalism for potential innovation and progress. (Students should respond in writing and discuss.)

### *Modifications*

- The teacher should use his/her discretion to include all worktimes and/or steps.
- The guiding questions organizer could be accompanied with question stems for support.
- The note-taking, compare and contrast organizer may include more supporting questions.
- The teacher may provide appropriate images for each businessperson.
- The teacher may provide a presentation checklist for students based on their requirements.

### *Extension*

Students should come up with a business idea of their own. They should answer the questions including why the product is needed, the benefits presented from capitalism, the challenges they may face, and the charity to which they would contribute and why.

### *Notes*

*\*Use discretion for activities according to what is appropriate for your class.*

Biographies may be used by the teacher to assess key points for each businessperson.



## GUIDING QUESTIONS

<b>Businessperson from Industrial Era:</b>	
<b>Early Life</b>	<b>Development of Industry (including how capitalism made it possible and its benefits to society)</b>
<b>Challenges Faced in/by the Business</b>	<b>Philanthropy (including specific monetary values and motives for the cause)</b>



## NOTE-TAKING ORGANIZER

<b>Businessperson from Industrial Era:</b>	
<b>Early Life</b>	<b>Development of Industry (including how capitalism made it possible and its benefits to society)</b>
<b>Challenges Faced in/by the Business</b>	<b>Philanthropy (including specific monetary values and motives for the cause)</b>



## GUIDING QUESTIONS

<b>Businessperson from Present Day:</b>	
<b>Early Life</b>	<b>Development of Industry (including how capitalism made it possible and its benefits to society)</b>
<b>Challenges Faced in/by the Business</b>	<b>Philanthropy (including specific monetary values and motives for the cause)</b>



## NOTE-TAKING ORGANIZER

<b>Businessperson from Present Day:</b>	
<b>Early Life</b>	<b>Development of Industry (including how capitalism made it possible and its benefits to society)</b>
<b>Challenges Faced in/by the Business</b>	<b>Philanthropy (including specific monetary values and motives for the cause)</b>



### COMPARE AND CONTRAST ORGANIZER

Businessperson from Industrial Era	Both	Businessperson from Present Day
Name:		Name:





### CAPTAINS OF INDUSTRY NOTES

Businessperson Industrial Era	Industry	Challenges	Philanthropy



## PRESENTATION FEEDBACK

Group	Positive	Improvement



## JOHN D. ROCKEFELLER

### Early Years

On July 8, 1839, John D. Rockefeller was born in Richford, New York. Willing to work hard, he landed his first real office job at age 16, as an assistant bookkeeper with Hewitt & Tuttle, commission merchants and produce shippers.

By the age of 20, Rockefeller decided to venture out on his own with a business partner. He worked as a commission merchant in hay, meats, grains and other goods. At the end of the company's first year in business, it had earned \$450,000.

A cautious and diligent businessman who was weary of taking unnecessary risks, Rockefeller saw an opportunity in the oil business in the early 1860s. With oil production growing in western Pennsylvania, Rockefeller decided that establishing an oil refinery near Cleveland, a short distance from Pittsburgh, would be a good business move. He opened his first refinery in 1863, and within two years it was the largest in the area. This success convinced Rockefeller to give all of his attention to the oil business.

### Standard Oil

In 1870, Rockefeller and his associates incorporated the Standard Oil Company. His company flourished immediately thanks to its consumer demand and a favorable economy. With the initial success of Standard Oil, they began to buy out their competitors.

Standard Oil moved so swiftly that within two years, it controlled a majority of the refineries in the Cleveland area. Using its large size and mass presence in the region, Standard Oil began to make favorable deals with railroads to ship its oil. At the same time, Standard Oil purchased pipelines and terminals of its own to transport their own products. Standard Oil grew even more controlling as it expanded its ownership over nearly every aspect of the business, including buying thousands of acres of forest for lumber, drilling, and to stop competitors from using the land for their own pipelines.

Standard Oil became even larger as it bought out competitors in other regions as well. In just over a decade since it was incorporated, Standard Oil had a near monopoly of the oil industry in the U.S. and consolidated each branch under one giant umbrella, with Rockefeller overseeing everything. Rockefeller had used his savvy business sense to create a monopoly, or "trust," and it would guide many others into doing the same with their own industry.

### Antitrust Issues

With its intense takeover of the oil industry, the U.S. Congress thought it necessary to act. Monopolies were not regarded kindly, and Standard Oil soon became the example of a company that grew too dominant for the well-being of the public. In 1890, Congress passed the Sherman Antitrust Act, and two years later Standard Oil was declared a monopoly by the Ohio Supreme Court and in violation of Ohio law. Being one step ahead of them, Rockefeller dissolved the corporation and allowed others to run each property under Standard Oil. However, the overall power within Standard Oil remained in place with the board's control of the independent companies.



## JOHN D. ROCKEFELLER (continued)

### Later Years and Legacy

In his later years, Rockefeller, becoming one of the most highly respected philanthropists in history, occupied himself with charitable endeavors. Rockefeller used his money to help pay for the creation of the University of Chicago (1892), to which he gave more than \$80 million before his death. “He also helped found the Rockefeller Institute for Medical Research (later named Rockefeller University) in New York and the Rockefeller Foundation.

Rockefeller also took a deep interest in higher education for African Americans. In 1882, he began a series of gifts to the Atlanta Baptist Female Seminary, a struggling school for African American women. As Rockefeller’s contributions grew, the school took the maiden name of Rockefeller’s wife: Spelman. Similar gifts were soon directed to two other black colleges – the Tuskegee Institute and Morehouse College.

Like many wealthy industrialists of his era, Rockefeller was scandalized by the poverty and deprivation that still afflicted the American South nearly half a century after the conclusion of the Civil War. He created the General Education Board in 1902, charging it with a ranging mission that included improving rural education for both whites and blacks, modernizing agricultural practices, and improving public health...The General Education Board helped establish hundreds of public high schools throughout the South, promoted institutions of higher education, and supported teacher-training efforts for African Americans.”

In total he gave away more than \$530 million to various causes.

Rockefeller died on May 23, 1937, in Ormond Beach, Florida. His legacy lives on as Rockefeller is considered one of America's most distinguished businessmen and is given credit for shaping the United States into the strong and prosperous country that it is today.

His only son, also named John, continued his father’s good works. “During World War II he helped establish the United Service Organizations (USO), and after the war he donated land for the United Nations New York City headquarters. He also donated \$5 million for the Lincoln Center for the Performing Arts in New York City, helped in the restoration of colonial Williamsburg, Virginia, and provided funding for the Museum of Modern Art.”

Sources: <https://www.biography.com/business-figure/john-d-rockefeller>  
<https://www.philanthropyroundtable.org/almanac/people/hall-of-fame/detail/john-rockefeller-sr>



## ANDREW CARNEGIE

### Early Life

Andrew Carnegie was born on November 25, 1835, in Dunfermline, Fife, Scotland. With little formal education, Carnegie was raised valuing books and learning, and grew up to become one of the wealthiest and most generous businessmen in America.

In 1848, at thirteen years old, Carnegie's family moved to the United States. They settled in Allegheny, Pennsylvania, and Carnegie got a job in a factory earning \$1.20 a week. The following year he found work as a telegraph messenger. In effort to advance his career, he moved up to a telegraph operator position in 1851. Carnegie began working at the Pennsylvania Railroad in 1853 as the assistant and telegrapher to Thomas Scott, one of the railroad's top officials.

### Carnegie Steel Company

By the next decade, Carnegie dedicated most of his time to the steel industry. "His business, which became known as the Carnegie Steel Company, revolutionized steel production in the United States. Carnegie built plants around the country, using technology and methods that made manufacturing steel easier, faster and more productive." For every step of the process, he owned exactly what he needed: the raw materials, ships and railroads for transporting the goods, and even coal fields to fuel the steel furnaces.

Carnegie had a sharp sense for innovation (most notably the Bessemer process, the first industrial method for converting pig iron to steel). By consolidating several smaller manufacturers and mines, Carnegie became the largest producer of steel and iron products in the world.

This strategy of producing a product from start-to-finish helped Carnegie become the dominant force in the industry and a significantly wealthy man. "It also made him known as one of America's 'builders,' as his business helped to fuel the economy and shape the nation into what it is today. By 1889, Carnegie Steel Corporation was the largest of its kind in the world."

However, some people felt that the company's workers suffered while it gained success. In 1892, the company tried to lower wages at a Carnegie Steel plant in Homestead, Pennsylvania. The employees objected and refused to work, beginning what has been called the Homestead Strike of 1892. "The conflict between the workers and local managers turned violent after the managers called in guards to break up the union. While Carnegie was away at the time of strike, many still held him accountable for his managers' actions."

In 1901, Carnegie sold his business to the United States Steel Corporation, started by the well-known banker J.P. Morgan, making a dramatic change to his life. Carnegie gained more than \$200 million from this sale. At the age of 65, Carnegie decided to spend the rest of his days helping others. While he had begun his philanthropic work years earlier by building libraries and making donations, Carnegie expanded his efforts in the early 20th century.



## **Philanthropy and Legacy**

Carnegie saw philanthropy as crucial for addressing shortcomings. He called on those enjoying the advantages of the economic system to “use their wealth ‘to produce the most beneficial results for the community.’ This would ensure that all of society benefited, reducing resentments that could ultimately lead to replacement of a bountiful system of free enterprise with a less productive one built on envy and redistribution.”

“Carnegie donated approximately \$5 million to the New York Public Library so that the library could open several branches in 1901. Devoted to learning, he established the Carnegie Institute of Technology in Pittsburgh, which is now known as Carnegie-Mellon University in 1904. The next year, he created the Carnegie Foundation for the Advancement of Teaching in 1905. With his strong interest to peace, he formed the Carnegie Endowment for International Peace in 1910. He made numerous other donations, and it is said that more than 2,800 libraries were opened with his support.

Other organizations would bear his name, including the Carnegie Relief Fund (for the benefit of injured steelworkers), the Carnegie Dunfermline Trust (to support his hometown), and the Carnegie Trust for the Universities of Scotland (to bolster higher education in his native land). Manhattan’s Music Hall was not supposed to bear its patron’s name, but when European notables declined to attend a “music hall,” its benefactor relented and in 1893 the facility was renamed Carnegie Hall.

By the time he died in 1919, he is believed to have given away over \$350 million.”



## CORNELIUS VANDERBILT

### Early Years

Cornelius Vanderbilt was born on May 27, 1794, in Staten Island, New York. At 11 years old, Cornelius quit school to work with his father, ferrying cargo and passengers between Staten Island and Manhattan. When he turned 18, Vanderbilt made a contract with the U.S. government to supply neighboring outposts during the War of 1812, and he learned the art of shipbuilding and navigation in open water.

### Building a Shipping Empire

In 1817, seeing the promise of new technology, Cornelius Vanderbilt partnered with Thomas Gibbons in a steamship business called the Union Line. After Thomas Gibbons died in 1826, Vanderbilt wanted to buy the company, but Gibbons' son was not willing to sell. With that, Vanderbilt bought several boats and established the Dispatch Line, running between New York City and Philadelphia. Through intense marketing and low fees, Vanderbilt soared to the top of the industry.

Vanderbilt soon became known for his savvy business sense. During the 1830s, he built profitable shipping lines in the New York area, offering lower fares than his competitors and top service. Competitors struggled and finally paid him to take his business elsewhere. In 1851, Vanderbilt expanded his shipping business, forming the Accessory Transit Company to transport passengers from New York City to San Francisco, and his timing could not have been more perfect. The California Gold Rush brought an extraordinary demand for transportation to the West Coast.

### Building a Railroad Empire

By 1864, Vanderbilt had retired from the shipping industry, having accrued nearly \$30 million in wealth. "At age 70, Vanderbilt turned his attention more closely to railroads, acquiring the New York & Harlem and Hudson Line (which ran along the Erie Canal), and then going after the New York Central Railroad. In a ruthless act during a bitter winter when the Erie Canal was frozen over, he refused to accept Central's passengers or freight, cutting them off from connections to western cities. Forced to concede, the Central Railroad sold Vanderbilt controlling interest, and he eventually consolidated his hold on rail traffic from New York City to Chicago. This new conglomerate revolutionized rail operations by standardizing procedures and timetables, increasing efficiency and decreasing travel and shipment times."

### Later Years and Legacy

"Unlike the Gilded Age titans who followed him, such as steel magnate Andrew Carnegie (1835-1919) and Standard Oil founder John D. Rockefeller (1839-1937), Vanderbilt did not own grand homes or give away much of his vast wealth to charitable causes. In fact, the only substantial philanthropic donation he made was in 1873, toward the end of his life, when he gave \$1 million to build and endow Vanderbilt University in Nashville, Tennessee.

Vanderbilt died at age 82 on January 4, 1877, at his Manhattan home, and was buried in the Moravian Cemetery in New Dorp, Staten Island. He left the bulk of his fortune, estimated at more than \$100 million, to his son William (1821-85)."

Sources: <https://www.biography.com/business-figure/cornelius-vanderbilt>  
<https://www.history.com/topics/19th-century/cornelius-vanderbilt>



## J.P. MORGAN

### Early Years

John Pierpont Morgan was born into a distinguished family on April 17, 1837, in Hartford, Connecticut. His paternal grandfather, Joseph, was a founder of the Aetna Insurance Company, and his father, Junius, became a partner in a successful dry goods business. In 1854, Junius Morgan moved the family to London to begin his new career as a partner in the banking firm of George Peabody & Co.

### Early Career

After finishing his education in 1857, Morgan moved to New York to work at the American branch of his father's firm at Duncan, Sherman & Co. as a clerk. One example of Morgan's early ingenuity is when he was in New Orleans for business. There, he encountered a ship captain with a boat full of coffee and no one to buy it. Morgan used his company's funds to purchase the coffee, and then sold it to local merchants for a profit. His success encouraged him to venture out on his own and founded J. Pierpont Morgan & Co. in the early 1860s.

### Railroad Magnate

In 1871, Morgan joined with Philadelphia banker Anthony Drexel to found Drexel, Morgan & Co.

Morgan's already successful career took a jump forward in 1879 when William Vanderbilt (son of Cornelius) approached him about the sale of 250,000 shares of stock in the New York Central Railroad. Morgan successfully managed the massive transaction without driving down the share price. In return for his incredible fear, he secured a seat on the New York Central board of directors. The following year, he led the sale of \$40 million in bonds to finance the Northern Pacific Railroad, the largest transaction of its time.

Highlighting his influence in the industry, in 1885, Morgan arranged a meeting with the quarreling directors of the New York Central and Pennsylvania Railroad aboard his yacht, the *Corsair*. As they sailed the Hudson River, Morgan made it clear that the yacht would not return to port until they reached a compromise that enabled suitable competition. The executives eventually agreed to terms in what became known as the Corsair Compact.

### Financial Empire and Government Savior

In 1890, following a decade of railroad consolidation, Morgan pushed himself into a new frontier. He arranged the merger of Edison General Electric and Thomson-Houston Company to form General Electric in 1892. In 1901, he led the consolidation of Carnegie Steel Company with several other similar interests, creating history's first billion-dollar corporation in U.S. Steel.





## J.P. MORGAN (continued)

The enormity of Morgan's power became visible in the wake of the Panic of 1893. "With U.S. gold reserves seriously depleted, Morgan formed a syndicate of international investors willing to supply gold in exchange for a favorable rate on 30-year bonds. He then reassured a skeptical President Grover Cleveland by citing an obscure 1862 statute that gave the Secretary of the Treasury the power to pull off such a transaction without congressional approval. The syndicate bought and quickly resold the bonds in early 1895, stabilizing the shaky economy."

### Presidential Foe and Ally

In 1901, Morgan teamed with James J. Hill to form the Northern Securities Company. "Northern Securities held the majority of shares in the Northern Pacific, the Great Northern and the CB&Q railroads, giving Morgan control of approximately one-third of the country's railways."

However, he soon faced opposition from President Theodore Roosevelt, who sought to change the influence of the wealthy. In 1902, the Justice Department charged Northern Securities with violating the Sherman Antitrust Act of 1890. The case was settled in 1904 when the Supreme Court ruled in favor of the government.

In 1907, Morgan again was called to aid the U.S. government in the midst of an economic panic. "Seeking to stabilize a series of collapsing trust banks, he called several bank presidents to his Manhattan library, and, in an echo of his *Corsair* meeting of 1885, locked the door until a solution could be reached. After all-night negotiations went nowhere, Morgan ended the stalemate by drawing up a bailout contract and ordering the exhausted presidents to sign."

### Philanthropy

Morgan was America's greatest patron of the fine arts. He was the driving force behind the rise of the Metropolitan Museum of Art, serving as president and donating enormously from his personal acquisitions.

In addition to his enthusiasm for the arts, Morgan also had a passion for the natural sciences. He served on the board of the American Museum of Natural History since it opened in 1869 until his death in 1913. Morgan was the museum's lead donor –giving often anonymously – and he served a variety of trusted positions.

"When Morgan died, the newspapers estimated the value of his estate at about \$80 million (or about \$1.7 billion in 2011), a fraction of the wealth of the businessmen he financed. ("And to think," marveled John D. Rockefeller upon learning the news, "he wasn't even a rich man!") For Morgan, finance and philanthropy were different, but never opposite, forms of service."

Sources: <https://www.biography.com/business-figure/jp-morgan>  
<https://www.philanthropyroundtable.org/almanac/people/hall-of-fame/detail/j.-p.-morgan>



## MARJORIE MERRIWEATHER POST

### **Background**

Born on March 15, 1887, Marjorie Merriweather Post was one of the wealthiest women in 20th-century America. She came by and built her wealth in a variety of ways. She not only inherited much of the cereal fortune built by her father, C.W. Post (estimated at the modern equivalent of \$550 million), she also inherited control of the company. Marjorie Post grew the company beyond what anyone may have seen by purchasing other food-industry leaders like Jell-O, Hellmann's mayonnaise, Log Cabin syrup, Bird's Eye and others. She called the new conglomerate General Foods. Post also married into great wealth when she met her second husband, legendary Wall Street financier E.F. Hutton.

### **The decision to build**

In the early 1920s, Marjorie Post wanted to build a home in Palm Beach, Florida. Her reasoning was not that she needed a place to stay (already possessing a mansion in the area, called Hogarcito) but because she felt a larger dwelling would be better for entertaining. In the 1920s, Post bought 17 acres of land between the Atlantic Ocean and Lake Worth. Her massive estate would be named Mar-a-Lago, meaning "sea to lake."

### **Under construction**

Construction on Mar-a-Lago began in 1923. Joseph Urban, a scenic designer for the Ziegfeld Follies and the Metropolitan Opera, had a significant impact on the property and its fusion of a variety of types of European-inspired architecture.

Urban's extravagant ideas were appealing to Post, but they were enormously costly. "However, she opted not to stop or slow down construction, in part because an economic downturn had hit Florida and she wanted to keep people employed. In the end, 600 skilled workmen helped build Mar-a-Lago, whose 58 bedrooms and 33 bathrooms were finished in 1927."

### **That's entertainment**

In 1929, Post invited Ringling Bros. and Barnum & Bailey Circus to Mar-a-Lago to perform a show that featured clowns and trapeze artists. "After privately entertaining some of society's most fortunate, Post had the circus perform to raise funds for charity, and invited some underprivileged children to experience the fun for themselves. On another occasion, she arranged for the cast of a Broadway show to dazzle her guests."

### **Aiding World War II soldiers**

"Post didn't hesitate to use her money to help others; a granddaughter once noted, 'She was one of the most generous women I've ever known.' That same generosity applied to her Palm Beach home in April 1944, when Mar-a-Lago's grounds were opened to offer occupational therapy to [recuperating] soldiers. Buildings on the estate were transformed into studios and repair shops, and training was available in everything from carpentry to printing to sculpting. Space was also provided for returning veterans to receive counseling."

Source: <https://www.biography.com/news/mar-a-lago-history>



## HENRY HUTTLESTON ROGERS

### Early Life

Henry Huttleston Rogers was born in Mattapoisett, Massachusetts, on January 29, 1840, but was brought up in Fairhaven. Born into a family of limited finances, at first Rogers worked a series of low-paying jobs. He carried newspapers, delivered groceries, and later served for a time as a railroad brakeman and baggageman. He was twenty-one when the newly discovered oil fields in Pennsylvania drew fortune seekers to that region. Rogers and a friend, Charles P. Ellis, went together to the Oil City district, with \$1200 in savings between the two of them. They built a small refinery at a cost of \$1,800, borrowing the additional funds necessary. The refinery made \$30,000 their first year.

### Oil Industry Innovator

In Pennsylvania, Rogers met several men who would become leaders in the oil industry. Among them was Charles Pratt who in 1866 asked Rogers to become associated with him in his refinery business in Brooklyn. There, Rogers devised the machinery by which naphtha was first successfully separated from the crude oil, which was a crucial invention for the industry (*Current Literature*, July 1909). A patent (No.120,-539) was granted on Oct. 31, 1871.

Henry Rogers would further develop an idea that revolutionized oil production. Although he did not invent the pipeline, he was one of the first people to realize how it could transform the industry. Rogers conceived the idea of long pipelines for transporting oil and natural gas. In 1881, the National Transit Company was formed by Standard Oil to own and operate Standard's pipelines. The National Transit Company remained one of Rogers' favorite projects and made him an even wealthier man, but Rogers was far from through in making money. Rogers was wise enough to turn his wealth into even greater riches. He invested in United States Steel, had a seat on its board, and invested in railroads.

### A Helping Friend

Rogers became good friends with his favorite author Mark Twain who he gave \$6,000 to when Twain went bankrupt. Not only did Rogers help Twain get out of debt, he also helped the writer learn how to invest his money wisely. They became close friends and Twain often sailed on Rogers' yacht and frequently visited Rogers' estates. Rogers was equally generous to Booker T. Washington and to Helen Keller whose education he paid for. Both Keller and Washington became good friends with Rogers.

Rogers' friendship with Booker T. Washington developed over 15 years. "It was only after the multi-millionaire's death that Dr. Washington said he felt compelled to reveal publicly some of the extent of Henry Rogers' contributions for his causes. Those funds, he said, were at that very time, paying for the operation of at least 65 small country schools for the education and betterment of African Americans in Virginia and other portions of the South, all unknown to the recipients. Known only to a few trustees, Rogers had also generously provided support to institutions of higher education."



## HENRY HUTTLESTON ROGERS (continued)

“Dr. Washington later wrote that Henry Rogers had encouraged projects with at least partial matching funds, as that way, two ends were accomplished. [First], the gifts would help fund even greater work. [Second], recipients would have a stake in knowing that they were helping themselves through their own hard work and sacrifice. In the final analysis, perhaps the greatest American resource Henry Rogers valued and sought to develop to its potential was the human one.”

### Legacy

By the time of his death in 1909, he had built a fortune of more than \$100,000,000.

Those who live in the area of greater New Bedford, Massachusetts, are aware of the devotion which Henry Huttleston Rogers displayed for his home town of Fairhaven. “There are the squat tower of the Rogers School; the red tiled reaches of the Millicent Library; the copper finger of the Town Hall; great granite liftings of the Unitarian Memorial Church; and as proud greeting to the town — the Elizabethan grandeur of Fairhaven high School.”

All this philanthropy is well remembered because it is so visible, but it has been forgotten that Rogers’ generosity did not stop at the edge of Fairhaven. His concern embraced the entire area. Since he was unwilling to make his donations known to the public, the extent of his charity to this entire community was not realized until after his death, and even now, much of his goodness remains a quiet benevolence.

Sources: <https://millicentlibrary.org/henry-huttleston-rogers-dictionary-of-american-biography/>  
<https://millicentlibrary.org/mark-twain-and-henry-huttleston-rogers/>  
<https://greenpointers.com/2017/02/28/richest-man-ever-lived-greenpoint-henry-h-rogers/>  
<https://greenpointers.com/2017/02/28/richest-man-ever-lived-greenpoint-henry-h-rogers/>



## MILTON HERSHEY

### Early Life and Career

Milton Hershey was born on September 13, 1857 on a farm near Derry Church, a small town in Pennsylvania. His family moved frequently, leaving Hershey with limited schooling of which he only completed the fourth grade.

In 1876, after a four-year apprenticeship with a candy maker from Lancaster, Hershey established his first candy making business in Philadelphia. That first effort failed as did his next two attempts in Chicago and New York. In 1883, Hershey returned to Lancaster, Pennsylvania where he established the Lancaster Caramel Company, which swiftly became a success. It was his caramel business that established him as a candy maker.

### Learning About Chocolate

The 1893 World's Columbian Exposition showcased German chocolate-making machinery that fascinated Hershey. He bought the equipment for his Lancaster business and soon began producing a variety of chocolate creations. In order to focus his efforts full-time on creating his chocolate business, Hershey sold the Lancaster Caramel Co. for \$1 million in 1900. Three years later, he returned to Derry Church to build a new factory where he could obtain the large supplies of fresh milk needed to perfect and produce fine milk chocolate.

The potential of milk chocolate, which at that time was a Swiss luxury product, made Milton Hershey determined to develop a formula for milk chocolate to market and sell to the American people. Through much trial and error, he created the formula for his chocolate product. In 1903, he began to build what was to become the world's largest chocolate manufacturing plant. Using the latest mass production techniques, the plant was designed to produce chocolate. The factory was completed in 1905. Hershey's milk chocolate quickly became the first nationally marketed product of its kind.

### Milton Hershey's Model Town

With his success, Milton Hershey took on a sense of moral responsibility and benevolence. His goals were not limited to only producing chocolate. Hershey had a vision of a community around his factory that he would build for his workers. His model community included "comfortable homes, an inexpensive public transportation system, a quality public school system and extensive recreational and cultural opportunities." Hershey avoided building a lifeless company town with row houses. "He wanted a 'real home town' with tree-lined streets, single- and two-family brick houses, and manicured lawns. He was concerned about providing adequate recreation and diversions, so he built a park that opened on April 24, 1907, and expanded rapidly over the next several years. Amusement rides, a swimming pool, and a ballroom were added. Soon, trolley cars and trains were bringing thousands of out-of-town visitors to the park."

Many of the town's iconic structures were built during the Great Depression, as part of Milton Hershey's "Great Building Campaign," to provide jobs.



## MILTON HERSHEY (continued)

It was then that the grand structures such as *The Hotel Hershey*, community center, theatre, sports arena and stadium were constructed, which transformed the town into a major tourist attraction that continues to grow in popularity each year.

### Philanthropy and Legacy

Milton Hershey's business success allowed him to be a generous philanthropist. In 1909, unable to have children of their own, he and his wife Catherine established a school for orphan boys that is known as the Milton Hershey School. In 1918, after the passing of his wife, Hershey endowed the school with his entire fortune of Hershey Chocolate Company stock. "He took great pride in the growth of the school, the town, and his business. For the rest of his life, he always placed the quality of his product and the well-being of his workers ahead of profits.

In 1935, Milton Hershey established The M.S. Hershey Foundation, a small, private charitable foundation to provide educational and cultural opportunities for local residents. The Foundation supports four entities: The Hershey Story, Hershey Gardens, Hershey Theatre and Hershey Community Archives.

In 1963, The Milton S. Hershey Medical Center of The Pennsylvania State University was founded with a \$50 million award from the Milton Hershey School Trust Fund for construction and endowment, and \$21.3 million from the U.S. Public Health Services. The College of Medicine enrolled its first students in 1967 and has conferred 2,182 doctor of medicine degrees.

The Milton S. Hershey Testamentary Trust makes an annual contribution to the Derry Township School District, the local public-school district.

Since his death in 1945 at age 88, Milton Hershey's legacy has thrived with a constantly changing world. Today, Milton Hershey School, the institution he and his wife founded, nurtures more than 2,000 financially needy boys and girls in grades K-12.

"His deeds are his monument. His life is our inspiration."



## HENRY J. HEINZ

### Early Life and Career

Henry John Heinz was born on October 11, 1844 in Pittsburgh, Pennsylvania. At 14, Henry was already tending his own section of the garden and was developing a list of customers. He attended Duff's Mercantile College and familiarized himself with exceptional business practices. Soon, he began peddling prepared horseradish.

By 1869, Heinz was ready to make his business more formal. He did so by entering a partnership with L. Clarence Noble to form Heinz & Noble. Their first product was horseradish that was sold in clear bottles to prove that, unlike some foods, it was clean and pure.

### Ketchup Empire

In 1875, Heinz and Noble suffered a major setback when they agreed to buy the entire output of a large farm at what ended up being high prices. The men had to file for bankruptcy at the end of the year.

In 1876, Heinz's cousin Frederick and his brother John formed the F and J Heinz Company with Henry, who was bankrupt, as its secret manager. That same year, Heinz added a new line to his production. This new line was a red tomato-based sauce known originally as "catsup." Heinz brought and used advanced technology in the plant. By using refrigerated railcars, steam pressure-cooking, and vacuum-packed cans, food can be preserved much longer allowing Heinz to expand his reach of markets. By 1888, Heinz bought out his partners. He also established a relationship with retailers in England and embarked on construction of a factory on the Allegheny River.

### Pioneering a New Work Environment

His benevolence made the H. J. Heinz company a leader in labor relations. Workers were treated well and had comforts and conveniences including free manicures and rooftop gardens for both men and women.

As his empire grew larger, Heinz took the proper precautions to ensure peace for his laborers in his plants. He instilled the idea that all managers should check on their employees, and listen and respond to their grievances. Additionally, his new factory was designed with safety and sanitary standards to make for a better working environment. This new working atmosphere would keep contaminants out of ketchup and pickle jars, and it would "improve" his workforce.

In addition to technology, Heinz recognized the importance of building a brand and advertising. In 1896, Heinz coined the term "57 Varieties" while riding an elevated train in New York. He saw an advertisement for "21 styles" of shoes and it triggered an instant reaction. "57" was the number he chose, although the company manufactured more than fifty-seven different products.



## HENRY J. HEINZ (continued)

### Product Transparency

Heinz worked endlessly against a large portion of the processed food industry to help pass the Pure Food and Drug Act in 1906. This Act was the beginning of the modern food industry and guaranteed that consumers will enjoy pure, clean food products.

Henry Heinz knew that this law would help build consumer confidence in the food processing industry. Since the foods he produced were already pure, he knew it would cost his competitors, many of whom were adulterating their products with cheap fillers like wood fiber, more money.

Heinz and consumers benefited immensely from the new legislation. He was able to ease the minds of mothers and homemakers that his “57 Varieties” were safe for their children and families.

### Later Years and Legacy

Heinz gave away much of his fortune. He donated to universities, local charities, and civic organizations. He established Pittsburgh boys and girls clubhouses with staff members to care for troubled children.

Henry J. Heinz died at age 74 in 1919. Heinz's optimism, his sharp business sense, and his steadfast spirit led him from being a horseradish peddler to an advocate for consumers and worldwide fame.

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## W.K. KELLOGG

### Early Life

Will Keith Kellogg was born on April 7, 1860, in Battle Creek, Michigan. His father had a broom-manufacturing business. Will had an interest in business affairs from a young age. By the time he was 13, he was going to local grocery stores selling his father's brooms. In his mid-teens, he dropped out of school and joined his father's business.

Will worked for his father until he was 16 years old, at which time he was hired by his older brother, John. In 1876, his brother, who became Dr. John Kellogg, was named superintendent of the Battle Creek Sanitarium in Battle Creek, Michigan. He hired Will, who was eight years younger than him, as a bookkeeper. John Kellogg encouraged a lifestyle that relied on a vegetarian diet, fresh air, and plenty of exercise for his patients. The sanitarium was a popular one, and since John did not have time for its routine operations, he then appointed Will as the business manager. Will diligently performed the routine operations of the health center, working very hard for long hours. However, his brother did not recognize his efforts and his pay was low.

### Cereal Empire

In 1894, Will discovered, by accident, the method of making toasted wheat flakes which proved to be a nutritious breakfast food. The brothers were ecstatic for this discovery and soon realized that the process worked just as well with oats, rice, and corn.

The cereal was well-liked by patients, and the brothers started a small production and mail-order operation to distribute the popular food product. John was too consumed by running the sanitarium to notice the commercial potential of corn flakes. However, this potential was not lost on Will. In 1904, a former sanitarium patient named C. W. Post launched his commercial line of cornflakes. This incident greatly aggravated Will. His relations with his brother John, who was ignoring his concern and ideas, fell apart to the point of Will leaving the sanitarium to start his own business. In 1906, Will founded the Battle Creek Toasted Corn Flake Company, which is known today as the Kellogg Company. By the mid-1920s, Will Kellogg became the Cereal King of America, and his wealth accumulated to great levels.

### Later Years and Legacy

The later years of his life were dedicated to philanthropy. In 1923, Will created the Fellowship Corporation, which quietly funded charities throughout Battle Creek and southern Michigan. In the late 1920s, as Kellogg was approaching 70, he wanted to create a more organized charitable operation. This led to the W. K. Kellogg Foundation, which began operations in 1930.



## W.K. KELLOGG (continued)

Kellogg confined the foundation's giving to "the health, education, and welfare of mankind, but principally of children or youth, directly or indirectly, without regard to [gender], race, creed, or nationality." In large part, it was a response to the poverty and labor he experienced as a young boy.

One year after opening its doors, the Kellogg Foundation launched the Michigan Community Health Project. The project, that would take seventeen years, built new hospitals in rural areas, helped organize public-health departments, and provided nurses and doctors for remote towns. In 1942, the State Department of the government asked Kellogg to extend the program to Latin America as a gesture of goodwill during wartime. Kellogg willingly responded in the affirmative. This led to the foundation having international reach rather than just a national one.

Through his foundation, Kellogg also created the Ann J. Kellogg School, named for his mother. This was one of the first elementary schools to teach children with disabilities alongside children without disabilities.

Kellogg donated a total of no less than \$66 million to the foundation, in addition to the philanthropy out of his own checkbook. Will gave nearly all of his equity, about 54 percent of his stock, in the Kellogg Company to the Foundation once it proved effective. Though he was left legally blind at age 80 due to glaucoma, he attended every board meeting and continued to work closely with his staff.

Will Kellogg's perseverance, the belief in himself and his product, and his endless philanthropy makes up a great part of his legacy.

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