

NCAB 29:1

THE NATIONAL CYCLOPEDIA OF AMERICAN BIOGRAPHY

ROCKEFELLER, John Davison, capitalist and philanthropist, was born at Richford, Tioga co., N.Y., July 9, 1839, son of William Avery and Eliza (Davison) Rockefeller. The progenitor of the Rockefeller family in America was Johann Peter Rockenfeller, who came from Sagendorf in Rhenish Germany between 1720 and 1723, settling first at Somerville, N.J., and later at Answell, Hunterdon co., in the same state. From Johann Peter and his first wife, Ana Maria Remagur, the line of descent was through Peter and Mary (Bellis) Rockenfeller; William and Christina (Rockefeller) Rockefeller; and Godfrey and Lucy Miles (Avery) Rockefeller, the grandparents of John D. Rockefeller. His father was an itinerant medicine vender, money lender and trader whose wanderings kept him away from home for months at a time. From him Rockefeller as a boy received thorough training in elementary business practices and in the importance of economy, punctuality and thrift. From his mother he derived the self-discipline, patience, resilience and equanimity which so distinguished his character. When he was seven years old he earned his first money and at that early age formed his lifelong habit of giving regularly to the church and to charity. As a youth he was taciturn, sober-minded, persistent, methodical and hardworking. At the age of ten he was able to lend \$50, saved from turkey raising, to a neighboring farmer and upon repayment of the loan with interest he realized that the interest was more than he had been paid for three days of back-breaking toil in digging potatoes. Henceforth his aspirations were fixed on a business career. He received his first schooling at Moravia, N.Y., to which place his parents moved in 1843. Seven years later they took up their abode at Owego, N.Y., where John D. attended Owego academy. In 1853 the elder Rockefeller moved his family to a farm near the village of Strongsville, thirteen miles from Cleveland, Ohio, and the future oil king entered the Cleveland high school, boarding with a family in the city. He was graduated in 1855 and after taking a business college course and spending six weeks looking for employment he obtained a position as assistant bookkeeper with the grain and produce commission firm of Hewitt & Tuttle in Cleveland. Here he rapidly won the confidence of his employers, became the office manager and

cashier and assumed all of Tuttle's duties when the junior partner withdrew from the firm in 1856. He remained with Hewitt three and a half years, gaining valuable experience in handling business affairs. Meanwhile he had become a member of the Erie Street Baptist Church and an ardent church worker. Before he was twenty he gave a foretaste of his financial skill by raising \$2000 to lift the church debt. When he was twenty-one he was elected a trustee and made superintendent of the Sunday school and at twenty-eight he had become president of the board of trustees. Rockefeller left Hewitt's employ and on Mar. 18, 1859, and with Maurice B. Clark, a young Englishman, formed the firm of Clark & Rockefeller to trade in grain, hay, meats and other commodities. In 1860 George W. Gardner joined the firm, which then became Clark, Gardner & Co. The firm prospered to such an extent that at the end of two years the partners were able to divide \$17,000 in profits between them. Gardner withdrew at the end of 1862 and the firm name reverted to Clark & Rockefeller. During this period the oil boom, which had commenced with the drilling of the first successful oil well by Col. Edwin Laurentine Drake (q.v.) near Titusville, Pa., in 1859, swept westward to Cleveland where several refineries were built. Rockefeller's imagination was soon captured by the potentialities of this new factor in illumination and lubrication and in 1863 the two partners decided to venture in that field, at the same time continuing their commission business as a separate enterprise. For this purpose they organized with Samuel Andrews, a practical oil man, the new firm of Andrews, Clark & Co., two brothers of Clark also being partners. A refinery, known as the Excelsior Oil works, was constructed and the production of carbon oil, lubricating oils and benzine, made from crude petroleum shipped to the refinery by rail from western Pennsylvania, was begun. The business was a success from the outset and grew with amazing rapidity. But friction with the Clark brothers soon arose and on Feb. 1, 1865, Rockefeller purchased their interest in the firm for \$72,500, turning over to them the commission business of Clark & Rockefeller. Thereupon, with Andrews, he formed the new partnership of Rockefeller & Andrews, capitalized at the end of the year at \$200,000. At the same

time, with his brother, William Rockefeller (q.v.), and Andrews, he established the firm of William Rockefeller & Co., which built a second refinery, called the Standard works. Both plants were the largest oil refineries in Cleveland or in the world. Total sales for the year 1865 were in excess of \$1,200,000. In 1866 the Rockefellers and Andrews also organized in New York city the firm of Rockefeller & Co. to handle their export sales which soon assumed large proportions. In 1867 Henry Morrison Flagler (q.v.) and Stephen V. Harkness became partners in the business, the latter as a silent partner, and the two Cleveland firms were consolidated, forming the partnership of Rockefeller, Andrews, Flagler & Co., which was easily the largest refining organization in the oil industry. Meanwhile, John D. Rockefeller individually had also become interested in the production of oil, having been elected in 1865 a director of the Weikel Run & McElhinney Oil Co., owning wells in Venango county, Pa. He was now, although under thirty years of age, one of the wealthiest and most influential business men in Cleveland. In 1866 he was a director of the State Fire Insurance Co. of Ohio and two years later became an original director of the Ohio National Bank of Cleveland. The firm of Rockefeller, Andrews, Flagler & Co. was replaced, Jan. 10, 1870, by a joint stock corporation, known as the Standard Oil Co., which took its name from the Standard refinery in Cleveland. John D. Rockefeller was elected president of the company, William Rockefeller vice president, Henry M. Flagler secretary and Samuel Andrews superintendent. Stephen V. Harkness and Oliver Burr Jennings (q.v.) were the other stockholders. The capital was \$1,000,000, divided into ten thousand shares of \$100 each of which John D. Rockefeller held 2667 shares. From its inception the Standard Oil Co. received railroad rate rebates or special rates on shipments of its products, a common practice of that time which continued until it was outlawed by Congress in the Elkins (1903) and Hepburn (1906) acts. While this practice contributed much to the phenomenal growth and prosperity of the company, the major credit must go to the business sagacity of John D. Rockefeller, its founder and head and always its ruling spirit. He insisted upon rigid economy, re-investment in the business of every dollar of income that could be spared, close attention to details, efficiency and order in management and constant improvement in the quality of its products. These policies, together with the economies due to large operations, combined to guarantee the company's success. Its early progress, however, was beset by obstacles of every kind and degree. One of the most serious was the demoralization prevailing in the oil regions where new wells were being brought into production almost daily, yielding a surplus of oil for which there was no demand and no facilities for storing. The inevitable result was ruinous competition which was bankrupting scores of producers and refiners. With these conditions confronting him, Rockefeller realized the necessity of immediate remedial action if the industry was to survive. His solution was to create a strong centrally directed organization of refiners which would prevent overproduction and control price fluctuations. Accordingly, in 1871 he had the capitalization of the Standard Oil Co. increased to \$2,500,000 and inaugurated the policy of bringing other leading refining firms into partnership with his own, the early affiliates including Clark, Payne & Co., Standard Oil's principal competitor in Cleveland, and Jabez A. Bostwick & Co., of New York city. At this juncture Thomas Alexander Scott (q.v.), vice president of the Pennsylvania railroad, advanced a scheme to effect collaboration between the three principal oil carrying railroads and the refiners to bring about more stable conditions. It contemplated a combination of the major refining units which would pay producers a uniform price for crude oil and an agreement among the carriers to establish and maintain a schedule of high freight rates on refined oil and to pay refiners in the combination not only large rebates on their own shipments of oil but an equal amount on every barrel of oil shipped by independent refiners. The effect would have been to stifle all competition and set up a monopoly which would have dominated the industry. Rockefeller's cooperation in the project was invited and secured. Plans for the execution of the scheme were secretly matured in the winter of 1871-72. A total of seventeen individuals and leading firms engaged in the refining of oil, including the Standard Oil Co., took stock in the South Improvement Co., a Pennsylvania corporation which was to be the operating agency. Before the plan could be put into operation, however, news of its provisions leaked out, unleashing a storm of indignation and protest that shook the oil industry to its foundations. In the oil regions a Petroleum Producers' Union was formed, its members binding themselves to limit production and to sell no oil to the South Improvement Co., and threatening with violence any member who failed to comply with the terms of the compact. Public opinion also arrayed itself against the scheme with such force that the Pennsylvania legislature repealed the South Improvement Company's charter in the spring of 1872 and officially ended one of the bitterest wars in oil history. Later in the year another attempt to control competition was made through the organization of the Central Association of Refiners, of which Rockefeller was elected president, its purpose being to limit production of refined oil by means of a quota system and by establishing a fixed schedule of prices. The refiner's association and a new Petroleum Producers' Association entered into an agreement whereby the members of the former would buy crude oil only from the latter and the producers would sell only to members of the refiners' association. Owing, however, to the continuing enormous surplus of crude oil flowing from the wells, this plan also soon failed. Meanwhile, under Rockefeller's masterful leadership, the Standard Oil organization had continued to extend the range of its activities and influence. Its program of expansion, which included the introduction of new by-products, acquisition of additional refineries, development of a vast transportation system consisting of fleets of tank cars and ships, storage warehouses and tanks, a network of pipe lines, and building up of the foreign business, was pressed with amazing vigor and success, contributing one of the most striking chapters to the history of American business. Competition in Cleveland was almost entirely eliminated through the purchase by Standard Oil of some twenty independent refineries in that city, most of which were dismantled and sold. Soon other leading refiners in Pittsburgh, Philadelphia, New York and elsewhere were brought into an alliance with the Standard Oil Co., whose mounting prosperity, despite continued demoralization in oil production as new fields were discovered and developed, made union with it attractive and

profitable. Among the firms which thus came into Standard Oil's orbit were Charles Pratt & Co., of Brooklyn, N.Y.; Lockhart, Frew & Co., Pittsburgh; Warden, Frew & Co.; the Atlantic Refining Co., Philadelphia, and J. N. Camden & Co., Parkersburg, W.Va. A serious challenge to the Standard's supremacy was presented in 1877 when the Pennsylvania railroad and its subsidiary, the Empire Transportation Co., which owned several refineries, a large pipe line mileage, 5000 tank cars, a fleet of steamers on the Great Lakes and extensive terminal facilities and equipment in the New York area, set out to build a competing system with the aid of producers and independent refiners. The appearance of this menace brought swift and decisive action by Rockefeller. The Standard Oil Co. supplied the Pennsylvania railroad with sixty-five percent of its oil traffic, upon which it depended for much of its freight revenue. This traffic was immediately diverted to other railroads; the Standard ordered 600 additional tank cars and began to undersell the Empire Transportation Co. in every market where it sold oil. These measures, combined with the disastrous effects of the great railway workers' strike on the Pennsylvania in 1877, soon led the railroad to abandon the fight, the contest ending with the Standard Oil purchasing most of the properties of the Empire Transportation Co. except the rolling stock. As a result of this victory Standard Oil's position as the dominant force in the oil industry was immeasurably strengthened. The year 1879 ushered in a new era in the history of oil transportation. This was the completion, on May 28, by the Tidewater Pipe-Line (later Tidewater Oil) Co. of the first trunk pipe line from the oil fields of western Pennsylvania across the Allegheny mountains toward the Atlantic seaboard. It extended from Coryville, Pa., to a connection with the Philadelphia & Reading railroad at Williamsport, Pa., a distance of 110 miles. A few years later the line was extended to Bayonne, N.J. This development marked the beginning of the end of transportation of crude oil by rail. After attempting, without success, to obtain control of the Tidewater, the Standard Oil Co. within a short time built its own trunk line across the Alleghenies to seaboard at Bayonne, and constructed other lines to Buffalo, N.Y., and Cleveland, Ohio. In 1881 it formed the National Transit Co., capitalized at \$5,000,000 (soon increased to \$30,000,000) to operate and expand its pipe line system. Rockefeller was now the head of a huge interstate alliance of companies and properties which, though under central direction, was a rather loosely-knit organization which might easily disintegrate. The Standard Oil Co., being an Ohio corporation, could not legally hold stock in companies outside Ohio and its affiliates functioned as independent units. To correct this situation he and his associates organized, Jan. 2, 1882, the Standard Oil Trust, directed by a board of nine trustees of which Rockefeller was chairman. His associates were William Rockefeller, Jabez Abel Bostwick, Oliver Hazard Payne, Charles Pratt, Henry M. Flagler, William G. Warden, Benjamin Brewster and John Dustin Archbold. The trust, which had no legal name and no corporate existence, represented probably ninety percent of the refining capacity of the United States. Under the terms of the trust agreement the trustees were to exercise full authority over all firms and corporations represented, form new subsidiaries, select their officers and directors and generally supervise their management and fi-

ancial affairs. With assets valued at nearly \$73,000,000, it was the largest and richest business organization in America and the country's first great monopoly. During the first year of its existence its net earnings amounted to approximately \$11,000,000. In 1883 its general offices were established in New York city, of which Rockefeller soon became a legal resident. As the active head of this strong combination he was now in a position to push on to new conquests. Under his direction the Standard Oil Trust purchased or built additional refineries, expanded its storage facilities and distributing system, multiplied its by-products, began the distribution of natural gas, extended its pipe lines westward to tap newly discovered oil fields and began to acquire and develop its own oil-bearing lands on a vast scale. During this period Standard Oil products became known throughout the world. By the year 1890 the trust's assets had increased in value to \$115,000,000 and its annual net earnings to \$19,000,000. Owing partly to the railway rate favoritism which it had enjoyed and partly to its reputed ruthlessness in suppressing competition, Standard Oil had become a popular target for criticism in the press, in the pulpit, in legislative halls and on public forums and largely in response to the rising tide of antagonism against it Congress passed the Sherman anti-trust law in 1890. While this measure was pending the attorney general of Ohio instituted legal proceedings against the Standard Oil Co., demanding the forfeiture of its charter on the ground that it had transferred its stock to the trust, receiving in exchange trust certificates, and had submitted to the domination of an agency with no legal existence. The company's defense was that it was not a party to the trust agreement, that the transfer of stock had been an act of its stockholders and that it was managed not by the trust but by the officers and directors of the company. The supreme court of Ohio, however, held (1892) that trusts were contrary to sound public policy and ordered cessation of control of the company's affairs by the Standard Oil Trust. An agreement to dissolve the latter was formulated but refusal of some of the certificate holders to surrender them delayed full compliance with the terms of the agreement and in 1897 the attorney general of Ohio appealed to the supreme court of that state to declare the company in contempt for failure to obey the court's earlier decree. The case was dismissed in 1900 but the Standard Oil group had previously extricated itself from this difficulty by resorting to the employment of the later widely used corporate device, known as the holding company. This was accomplished by securing an amendment to the charter of the Standard Oil Co. of New Jersey, one of the trust's constituent companies, authorizing it to increase its capital from \$10,000,000 to \$110,000,000 and to exchange its stock for outstanding trust certificates and for stock of all other companies represented in the trust. The Standard Oil Co. of New Jersey thereby became one of the richest and most powerful organizations in the world, with total assets of \$205,480,000 and net profits of \$55,000,000 in 1900. By 1906 the net assets had grown to nearly \$360,000,000. Rockefeller was president of the Standard Oil Co. of New Jersey until 1911 when the Supreme Court of the United States, in deciding a suit brought against the company by the government, ruled that the defendant was a monopoly in restraint of trade and ordered its dissolution. Although he was nomi-

nally president of the company during these years he was not active in its management, having practically retired from business in 1897. In founding and building up the Standard Oil organization Rockefeller displayed a business genius which had not been equalled in the whole history of American industry. His hand was always on the helm. His associates admired and trusted his judgment and willingly followed his leadership, despite the abuse heaped upon him by his detractors. Part of the great fortune which he amassed—estimated to have reached a peak of \$900,000,000 in 1901, making him probably the world's richest man up to that time—was invested in mines, paper, lumber and steel mills, railroads, banks and many other enterprises. As a result of the reorganization and refinancing necessary to protect some of these investments he became a dominant figure in a dozen or more corporations not connected with the oil industry. Among these were the Wheeling & Lake Erie railroad and the Colorado Fuel & Iron Co., operating numerous coal and iron mines, lime quarries and smelting plants in Colorado. During the financial panic of 1893-95 he went to the rescue of Leonidas Merritt and his brothers who controlled a wide expanse of iron ore lands in the famous Mesabi range in Minnesota. Being already interested in mining enterprises in Michigan, Wisconsin, Minnesota and Cuba, he conveyed his holdings to a new corporation, the Lake Superior Consolidated Iron Mines Co., to which the Merritt brothers likewise made over their Mesabi properties, retaining control of the company. Later Rockefeller, at the solicitation of the Merritts, purchased most of their stock and assumed command of the enterprise. Under his management the Lake Superior Consolidated Iron Mines Co. acquired additional ore lands, completed an extension of the Duluth, Missabe & Northern railroad, giving access to water transportation at Duluth, where large shipping terminals were built, and organized the Bessemer Steamship Co. which developed an ore carrying fleet of sixty vessels, the largest in the world. At the turn of the century Rockefeller was the largest owner of soft ore mining lands in the country. Upon the formation of the United States Steel Corp. in 1901 he sold his Minnesota holdings, including the Bessemer Steamship Co., to that organization, receiving for the Lake Superior Consolidated Iron Mines Co. and the Duluth, Missabe & Northern railroad \$80,000,000 in stock of the steel corporation and for the ore carrying fleet, \$8,500,000 in cash. He was a director of the United States Steel Corp. until 1904 and for years was one of its largest stockholders. As previously stated, he began to relinquish active direction of his wide ranging business interests in 1897, entrusting their management in increasing measure to Frederick T. Gates (q.v.), long one of his ablest business lieutenants, and to his son, John D. Rockefeller, Jr. (q.v.). While for years afterward he was consulted on matters of exceptional importance, he never visited the offices of the Standard Oil Co., his business activities being limited largely to the purchase and sale of securities and to his philanthropic undertakings. Although Rockefeller's achievements in the realm of business profoundly influenced the whole course of American industry and brought him world-wide fame, they were overshadowed in constructive value and public importance by his munificent contributions to the promotion of education, public health and economic and social progress throughout the

world. In the diversity and magnitude of his benefactions, he was the greatest philanthropist of modern times, approximately \$530,000,000 of his fortune being set apart during his lifetime to be used for the improvement of humanity. The systematic giving to religious and charitable causes which he began in boyhood continued through the succeeding years on a scale commensurate with his rapidly increasing wealth and a steadily expanding list of religious organizations, missions, schools, colleges, medical schools, social settlements and other agencies benefited from the prosperity of the Standard Oil Co. He always considered himself merely the trustee of his wealth and gave profound and painstaking study to the problem of how best to make it serve the public welfare. The Baptist church for years had the first claim on his generosity and he never grew weary in its service. In 1882, the year which saw the birth of the Standard Oil Trust, he was elected vice president of the Theological Union of Chicago which supported the Baptist Union theological seminary, in Morgan Park (Chicago), in which he had long been interested. Six years later the American Baptist Education Society was formed to mobilize financial aid for struggling Baptist colleges and seminaries throughout the country and he became interested in a proposal to reestablish, as a strong Baptist college, the defunct University of Chicago which Stephen A. Douglas and others had founded in 1856 but which had been forced to close its doors in 1886 for lack of financial support. After weighing the subject for more than a year and consulting frequently with Frederick T. Gates, Thomas W. Goodspeed and William Rainey Harper (q.v.), Rockefeller in 1889 offered to donate \$600,000 to the projected institution, provided the Baptist denomination raised \$400,000 within a year for the same purpose. This condition was met but the initial plan to establish only a college soon was replaced with the decision to found a well-rounded university and Rockefeller was induced to make further commitments so that when the revived University of Chicago opened its doors, Oct. 1, 1892, with Harper as president, Rockefeller's original donation had been increased by \$2,000,000. While he took the greatest interest in the university, paid its annual deficits for years and contributed large sums for its expansion—until his gifts mounted to a total of \$35,000,000—he carefully refrained from making suggestions as to the policies and conduct of the institution, preferring to let those directly charged with its management bear that responsibility. In making his farewell gift of \$10,000,000 in 1910, he wrote the trustees: "It is far better that the university be supported and enlarged by the gifts of many than by those of a single donor. . . . I am acting on an early and permanent conviction that this great institution, being the property of the people, should be controlled, conducted and supported by the people, in whose generous efforts for its upbuilding I have been permitted simply to cooperate." At his suggestion the officers of the university used \$1,500,000 of the funds he had given to build a university chapel, one of the finest structures of its kind in the world, which after his death was named the Rockefeller Memorial chapel. Although there were numerous instances of direct gifts to other institutions, such as one of \$2,200,000 to John Hopkins university and another of \$1,000,000 to Yale, his major benefactions after his retirement from business were dispensed through a group of

organizations, established and endowed for philanthropic and scientific work in many fields. These, in the order of their creation, were the Rockefeller Institute for Medical Research, the General Education Board, the Rockefeller Sanitary Commission, the Rockefeller Foundation and the Laura Spelman Rockefeller Memorial, with numerous subsidiary organizations with specific functions to perform. The Rockefeller Institute for Medical Research was first conceived in 1897 and was founded in 1901 with an initial gift of \$200,000, its purpose being "to conduct, assist and encourage investigations in the sciences and arts of hygiene, medicine and surgery, and allied subjects, in the nature and causes of disease and the methods of its prevention and treatment, and to make knowledge relating to these various subjects available for the protection of the health of the public and the improved treatment of disease and injury." Subsequent gifts, to an ultimate total of nearly \$60,000,000, provided the institute with extensive laboratories and the Rockefeller hospital for the study of the diseases of man, located in New York city, and a department of animal and plant pathology, developed on a tract of 780 acres near Princeton, N.J., for the investigation of animal and plant diseases. The institute soon commanded the attention of scientists the world over and ranked with the best in Europe. Expeditions were sent out to study both human and animal diseases where they originated and to ameliorate their ravages by methods developed in the laboratories. Through the work of its scientists improved treatments were discovered for various diseases. Dr. Simon Flexner (q.v.), the scientific director of the institute, developed a serum for the treatment of epidemic meningitis. He determined also the virus nature of infantile paralysis. Hideyo Noguchi, famous Japanese scientist who joined its staff, discovered that certain cases diagnosed as yellow fever were caused by leptospira, not by true yellow fever virus. He also cultivated the organism which causes fatal Peruvian Oroya fever and identified the insect whose bite transmits it to man, and the organism which causes trachoma. Among many other distinguished achievements of the institute was the discovery of a curative serum for type 1 pneumonia, reducing its mortality ten per cent. Here, also, Alexis Carrel (q.v.), famous French scientist, developed the methods of suturing blood vessels and transplanting organs which won for him the Nobel prize in medicine. The General Education Board, to which Rockefeller made donations aggregating nearly \$183,000,000, was founded in 1902 and incorporated, Jan. 12, 1903, receiving a charter from Congress. Its object was to promote education throughout the United States "without distinction of race, sex or creed." While its activities later extended to all parts of the country, its early efforts were in the South, especially the cotton belt, where rural poverty caused the highest percentage of illiteracy. The first approach by the board to its problem was to assist in the development of trained teaching personnel for grade and high schools under the direction of a corps of professors of secondary education connected with state universities. Among the results of this work was the development during the next twenty years of 1600 locally supported and efficiently conducted high schools in backward regions of the South and a marked increase in the student enrollment at colleges and universities and far better preparation of students entering them. In support of this phase of its work the board undertook to improve economic conditions in the cotton belt by introducing better agricultural methods and collaborated with the U.S. department of agriculture in the extension of the farm demonstration movement under the direction of Dr. Seaman A. Knapp (q.v.). Later, in the domain of higher education, the board contributed large sums to colleges and universities throughout the country for endowment, buildings, equipment, teaching and research, such institutions being selected on the basis of their apparent ability to serve an efficient system of higher education. Among the practical results of these gifts was a revolutionary improvement in the business administration of the beneficiary institutions, such grants being contingent upon the adoption of drastic financial reforms. In most instances, in order to stimulate local or sectional support, the recipients were required to raise additional funds with which to liquidate or reduce debts, organize new departments, acquire new equipment or raise faculty salaries. Substantial donations were also made to pivotal medical schools to aid in the improvement of medical education. In 1920 Rockefeller revoked his early restrictions on how the board was to use its financial resources. After the greater part of its endowment had been distributed, the board began to restrict its activities to co-operation with national associations and other agencies in the solution of such problems as those involving rural reconstruction, leadership training and improvement in community life. Meanwhile, the widespread prevalence of the hookworm disease in the South had been brought to Rockefeller's attention and in 1909 the Rockefeller Sanitary Commission was established to combat that scourge. Within a few years methods of control were developed and the ravages of the disease greatly reduced. An incidental result of this work was a marked increase in popular support of public health services throughout the South. The notable achievements of these agencies of public welfare led to the crowning Rockefeller philanthropy, the Rockefeller Foundation, for which a federal charter was sought from Congress in 1910. The introduction of the bill making this grant provoked a protracted controversy during which there was much abuse of Rockefeller and his "tainted money," blocking action by the house of representatives early in 1913, the senate in the crush of end-of-the-session legislation failed to give its approval. Rockefeller then abandoned the attempt to obtain a federal charter and turned to the New York legislature which on May 14, 1913, passed a bill making this necessary grant of authority. The purpose of this benefaction was, in the words of the donor, "to promote the well-being of mankind throughout the world." With an endowment which ultimately approximated \$183,000,000, the Foundation formulated and followed a program of humanitarian activities whose scope and magnitude practically defy description. One of its first moves was to take over and expand the Rockefeller Sanitary Commission into the International Health Commission (later International Health Board) which cooperated with many governments in measures for the control of tropical and semi-tropical diseases and in creating and guiding public health and medical education programs throughout the world. During the first World war it sent a relief commission overseas to aid non-combatants in France and Belgium and to conduct a cam-

paign to prevent the spread of tuberculosis in France, and it cooperated with the American Red Cross in sending a commission to the Balkans to relieve distress in that part of Europe. After the war its program was enlarged to include the financing of studies and surveys relating to medical education, the natural and social sciences and the humanities by numerous institutions and organizations in the United States and many other countries. Through its China medical board it established the Peiping union medical college, costing \$18,000,000, with a fully-staffed medical school, nurses' training school and a hospital, housed in new and modernly equipped buildings, to serve as a training center and model for the development of western medicine in China. The China medical board also made grants to numerous colleges and universities in China for pre-medical education and to finance widespread efforts in behalf of rural reconstruction, public health and education. The foundation's aid was also extended to various other countries in the Orient and Australasia and to numerous institutions in Europe as well as in the United States. The Laura Spelman Rockefeller Memorial was established in 1918 in memory of Mrs. Rockefeller, with an endowment of approximately \$74,000,000, its general purpose being to contribute to the support of human welfare projects in all parts of the world and especially to assist in scientific research, experiments and demonstrations in the field of child life, in which Mrs. Rockefeller was particularly interested, to train leaders for this work and to promote research and surveys in the domain of the social sciences and public administration. After a decade of fruitful activity the memorial and its program was absorbed in January 1929 by the Rockefeller Foundation, the merger adding \$53,000,000 to its funds. The subsequent activities of the foundation included grants to a large number of institutions and agencies to enable them to prosecute studies of biological, public health and allied problems, international relations, social security and public administration and to support a wide program of measures to promote cultural progress at home and abroad. Through 1937, the year of Rockefeller's death, the Rockefeller Foundation had expended from principal and income \$274,000,000, or nearly \$100,000,000 more than his total direct gifts to it, in its mission "to promote the well being of mankind." After giving away more than half of his fortune in these great benefactions, he turned over to his son, the bulk of what remained, to be used in further philanthropic work, and at the time of his death his estate had shrunk to \$26,410,837, of which \$16,630,000 went for taxes. In Rockefeller's character and personality nature molded an array of attributes that made him a dynamic, unique and sometimes enigmatic figure on the world's stage. He was a master of organization, a lover of system and orderliness and planned his course of action both in business and philanthropy with a care and vision that amazed his contemporaries. A deep-rooted repugnance to waste or extravagance was evident in all that he did. Persistence, caution, clarity of vision, independence, courage and coolness in times of crisis and equanimity under attack were among his most striking qualities. He was a man of deep attachments, strong convictions and prejudices. To those whom he trusted he delegated almost unlimited authority. While he felt keenly the barrage of criticism and condemnation levelled at him during the heyday of his

reign as "oil king," he never lost his composure or poise and rarely sought to defend himself. The philanthropies of his later years, in which he sought to give great object lessons in altruistic endeavor, stimulating others to act and give, did much to dissipate the opprobrium which once attached to his name. The reserve and reticence which distinguished his career as a business man gave way in his declining years to an affable, sociable, kindly manner which led him to enjoy the companionship of men in every walk of life. He was especially fond of children and during his later years loved to be with his grandchildren whom he taught to save and to give. In his home he was a considerate and beloved husband and father. Until well beyond middle life he was fond of skating, bicycling and driving fast horses. For the last sport he had extensive driveways at his suburban home at Forest Hills, Cleveland. Later and until he was past ninety-five years old, his principal recreation was golf, which he enjoyed greatly and played regularly at his homes at Tarrytown, N.Y., Lakewood, N.J., and Ormond Beach, Fla. His Tarrytown residence, known as Pocantico Hills, was a 3000-acre estate where he gave full sway to his penchant for landscape architecture. Here he devoted much of his time to supervising the planting or replanting of trees and shrubbery, the rearrangement of driveways and gardens and the cultivation of fields and forests. Here, also, he entertained many distinguished guests, including King Albert of Belgium and the latter's compatriot, Cardinal Mercier. Rockefeller lived simply and quietly, and his health remained good until his last illness. He retained, also, the vigor of mind, the keenness of vision and tenacity of purpose that had made him one of the world's foremost captains of industry, and one of the most colorful figures of his time. Rockefeller was the author of "Personal Reminiscences" (1909), which was published simultaneously in England, France, Germany, Italy and several other countries and attracted international interest. He was a member of the Sons of the American Revolution and the New England Society and Union League Club of New York city. He was married in Cleveland, Sept. 8, 1864, to Laura Celestia, daughter of Harvey Buel Spelman, a merchant of Akron, Ohio, and they had five children: Bessie, who married Charles Augustus Strong; Alice (died in infancy); Edith (q.v.), who married Harold Fowler McCormick; Alta, who married Ezra Parmalee Prentice, and John Davison Rockefeller (q.v.). He died at Ormond Beach, Fla., May 23, 1937.

BINGHAM, Robert Worth, U.S. ambassador to Great Britain (1933-37), was born in Orange county, N.C., Nov. 8, 1871, son of Robert and Delphine Louise (Worth) Bingham, grandson of William James and Eliza (Norwood) Bingham and great-grandson of William Bingham, who in 1785 came from County Down, Ireland, to Wilmington, N.C., where he founded a preparatory school for boys, the Bingham school. His father served in the Confederate army with the rank of colonel during the Civil war and was headmaster of the Bingham school, which was moved to Asheville, N.C. in 1891. His mother was a niece of Jonathan Worth (q.v.), governor of North Carolina. He received his preparatory education at the Bingham school and attended the universities of North Carolina, Virginia and Louisville, receiving an LL.B. degree from the latter in 1897. During 1892-96 he taught Greek and Latin at the Bingham school. Following his admission to the bar



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John D. Rockefeller