



Andrew Carnegie

Born on November 25, 1835, in Scotland. Although he had little formal education, he grew up in a family that believed in the importance of books and learning. The son of a handloom weaver, Carnegie grew up to become one of the wealthiest businessmen in America.

At the age of thirteen, Carnegie came to the United States in 1848 with his family. They settled in Allegheny, Pennsylvania, and Carnegie went to work in a factory, earning \$1.20 a week. The next year he found a job as a telegraph messenger. Wanting to advance himself he moved up to a telegraph operator position in 1851. Then he took a job at the Pennsylvania Railroad in 1853. He worked as the assistant and telegrapher to Thomas Scott, one of the railroad's top officials. Through this experience, he learned a lot about the railroad industry and about business in general. Three years later, Carnegie was promoted to superintendent.

While working for the railroad, Carnegie begins making investments. He made many wise choices and found that his investments, especially those in oil, brought in substantial returns. He left the railroad in 1865 to focus on his other business interests, including the Keystone Bridge Company.

By the next decade, most of Carnegie's time was dedicated 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. This start-to-finish strategy helped Carnegie become the dominant force in the industry and an exceedingly wealthy man. By 1889, Carnegie Steel Corporation was the largest of its kind in the world.

In 1901, Carnegie made a dramatic change in his life. He sold his business to the United States Steel Corporation, started by legendary financier J. P. Morgan. The sale earned him more than \$200 million. 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 to charities.

In the 1880s, Carnegie began to think of settling down. He dated Louise Whitfield for several years before the couple married in 1887. They had one child, a daughter named Margaret.

Carnegie died of pneumonia on August 11, 1919, in Lenox, Massachusetts. With a fortune estimated at \$500 million at the time of his death, he reportedly left \$350 million of that money to be given to charities, organizations, and institutions that he believed in.

John D. Rockefeller



Born July 8, 1839, Richford, New York, U.S.—died May 23, 1937, Ormond Beach, Florida American industrialist and philanthropist, founder of the Standard Oil Company, which dominated the oil industry and was the first great U.S. business trust.

Rockefeller moved with his family to Cleveland, Ohio, in 1853, and six years later he established his first enterprise—a commission business dealing in hay, grain, meats, and other goods. Sensing the commercial potential of the expanding oil production in western Pennsylvania in the early 1860s, he built his first oil refinery, near Cleveland, in 1863. Within two years it was the largest refinery in the area, and thereafter Rockefeller devoted himself exclusively to the oil business.

In 1870 Rockefeller and a few associates incorporated the Standard Oil Company (Ohio). Because of Rockefeller's emphasis on economical operations, Standard prospered and began to buy out its competitors until, by 1872, it controlled nearly all the refineries in Cleveland. That fact enabled the company to negotiate with railroads for favored rates on its shipments of oil. It acquired pipelines and terminal facilities, purchased competing refineries in other cities, and vigorously sought to expand its markets in the United States and abroad. By 1882 it had a near monopoly of the oil business in the United States. In 1881 Rockefeller and his associates placed the stock of Standard of Ohio and its affiliates in other states under the control of a board of nine trustees, with Rockefeller at the head. They thus established the first major U.S. “trust” and set a pattern of organization for other monopolies.

The aggressive competitive practices of Standard Oil, which many regarded as ruthless, and the growing public hostility toward monopolies, of which Standard was the best-known, caused some industrialized states to enact antimonopoly laws and led to the passage by the U.S. Congress of the Sherman Antitrust Act (1890). In 1892 the Ohio Supreme Court held that the Standard Oil Trust was a monopoly in violation of an Ohio law prohibiting monopolies. Rockefeller evaded the decision by dissolving the trust and transferring its properties to companies in other states, with interlocking directorates so that the same nine men controlled the operations of the affiliated companies. In 1899 these companies were brought back together in a holding company, Standard Oil Company (New Jersey), which existed until 1911, when the U.S. Supreme Court declared it in violation of the Sherman Antitrust Act and therefore illegal.

A devout Baptist, Rockefeller turned his attention increasingly during the 1890s to charities and benevolence; after 1897 he devoted himself completely to philanthropy. He made possible the founding of the University of Chicago in 1892, and by the time of his death he had given it more than \$80 million. In association with his son, [John D. Rockefeller, Jr.](#), he created major philanthropic institutions, including the Rockefeller Institute for Medical Research (renamed Rockefeller University) in New York City (1901); the General Education Board (1902); and the Rockefeller Foundation (1913). Rockefeller's benefactions during his lifetime totaled more than \$500 million.



Leland Stanford

Born March 9, 1824, Watervliet, N.Y., U.S.—died June 21, 1893, Palo Alto, California. Hew was an U.S. entrepreneur, a builder of the first transcontinental railroad. He practiced law in Wisconsin before settling in Sacramento, Calif., where he built a successful retail business in mining supplies and became active in local politics. He served as governor of California (1861–63). He invested heavily in the plan to build a transcontinental railroad, and when the Central Pacific Railroad was organized in 1861 he became its president (1863–93).

During his tenure its track was built eastward to join that of the Union Pacific at Promontory, Utah (1869), and he played a major role in further railroad development in California and the Southwest. From 1885 to 1893 he served in the U.S. Senate. He and his wife, Jane, founded Stanford University in 1885.