A Guide to the Microfilm Edition of

Papers of John D. Rockefeller, Sr.

Part 1:
Business Correspondence

UNIVERSITY PUBLICATIONS OF AMERICA
A Guide to the Microfilm Edition of

PAPERS OF
JOHN D. ROCKEFELLER, SR.

Part 1:
Business Correspondence

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A Microfilm Project of
UNIVERSITY PUBLICATIONS OF AMERICA
An Imprint of CIS
4520 East-West Highway • Bethesda, MD 20814-3389
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INTRODUCTION

“From the beginning, I was trained to work, to save, and to give.”¹ With this recollection of his early life, John Davison Rockefeller highlighted the three central facets of his career that are reflected in the remarkable documents in this microfilm edition of his papers. So successfully did he work, save, and give that he made the Rockefeller family and its manifold interests a central force in twentieth-century life. His work did much to revolutionize the business system. His vast savings and the need to invest them well placed him in the forefront of innovative money management. His giving occurred on a scale and in a manner that long afterwards kept the name of Rockefeller at the center of philanthropy. Together, they made him one of the most influential figures in modern America. His wealth and power and the controversies over how he acquired them meant that he “was to spend most of his active years in grim fighting,” as Allan Nevins wrote. “He was to be more widely hated, attacked, and reviled than any other man of his generation.”²

The papers now made available through University Publications of America (UPA) offer a window through which we can observe the many ways in which power was gained and used in industrial society. And, despite the fact that these documents are now a century or more old, they depict a world that much resembles our own. At the same time, they remind us how and why such dizzying concentrations of wealth and influence called forth an accompanying hatred and envy. The story of John D. Rockefeller excites in Americans that curious mix of admiration and fear we have long felt about big business.

These papers show America’s pioneering giant industrial combination at work, but they do much more than that. They afford a remarkable view of the nation’s social history and of the beginnings of modern philanthropy. Most of all, they reveal the sometimes hidden and convoluted ways of what later was called “the establishment”; Rockefeller simply called them “our people.” Here those with influence formed and re-formed alliances, proposed and closed deals, exchanged favors, arranged the world. Seldom can we see so clearly as we can here into many of those private places where power worked its quiet ways.

It was the business achievement that led to all the other things the world now associates with the Rockefeller name, so it is important to understand briefly that fundamental part of the story. John D. Rockefeller stood at the center of the large and talented group of executives and managers who created the Standard Oil Company. Standard was the first American manufacturer to dominate a global market through the techniques of mass production and mass distribution. The railroads had pioneered in the creation of modern big business, but Rockefeller’s Standard Oil was in the forefront as the western world’s manufacturing sector also came to be dominated by giant enterprises. Standard was one of the nation’s first great manufacturing businesses, and it became a leader in what has been one of the most lucrative industries in the history of the world. The money and power attached to oil have done much to shape the world for more than a century, and they continue to do so today.

Rockefeller got in on the ground floor. The world’s first oil well was drilled in Titusville, in western Pennsylvania, in 1859. John D. Rockefeller had just turned twenty. Within a few years, however, the young Cleveland produce and commission merchant became an important figure in the infant oil trade. The industry was chaotic and risky, but its expansion was spectacular. In the year of the first well at Titusville, only two thousand barrels of crude oil were produced. In ten years, the volume of crude had shot up to almost five million barrels. The big product was not gasoline: the internal combustion engine and the automobile industry were still decades away. Instead, the industry’s main

² Ibid., p. 49.
product was illuminating oil (kerosene), and the world had a great need for a relatively cheap, reliable
source of light. (Electric lighting, too, still lay in the future.) And for almost a quarter of a century, the
United States was virtually the only important source of petroleum in the world. This meant that
Americans had the opportunity to develop a substantial export business, building one of the first
comprehensive global distribution networks and earning great rewards as a result. Within a couple
of decades of its beginnings as an industry, refined petroleum had become one of the nation's leading
exports.

When young Rockefeller entered the business he was a novice, only a face in a crowded cast of
small entrepreneurs. He had begun in the business world in 1859 as a junior partner in a Cleveland
wholesale grocery business with Maurice B. Clark. In 1863 he and Clark accepted the invitation of
John Andrews to enter the new oil business as a sideline to their grocery trade, forming the firm of
Andrews, Clark and Company. Within two years Rockefeller bought out Clark and gave his full
attention to the thriving refining business, trading in refined petroleum as a partner in the firm of
Rockefeller and Andrews. From that point on, more than any other person, he would shape the
evolution of one of the industrial world's major lines of commerce.

The early oil industry was made up of many small-scale competitors. The individuals, partner-
ships, and companies that elbowed each other for position found themselves on a competitive roller
coaster. It was not a terribly expensive proposition to enter the trade, which meant that profits were
continually at risk and overproduction was a constant threat, since almost any number could play the
game of oil. New oil fields were discovered periodically, and there was always a rush to produce as
much crude oil from a field as possible. Prices fluctuated wildly; in 1864, for example, the price of a
barrel of crude varied from four dollars to twelve dollars. The refineries, like the drilling rigs, were not
very complicated or costly, so entry there was also easy. As in so many other industries involving the
processing of plentiful natural raw materials, there were cycles of great boom and great bust. Since
the final products sold for so much more than the raw material, it was an industry in which great riches
could be earned, if only the problem of overproduction could be solved. It was in that arena that John
D. Rockefeller had a special genius.

Almost from the beginning, the abilities and strategies that would give Rockefeller his great
success were evident. He had a knack for inspiring confidence on the part of investors and lenders,
and he had a flair for choosing exceptionally able associates. He had a belief in hard work and in the
value of objective data for making business decisions that was almost as strong as his Baptist religious
piety. In addition, from the first he believed in having the best, most efficient production facilities. And
he had a sober ruthlessness rooted in an unwavering conviction in the rightness of what he was doing.
It was in Cleveland that he first demonstrated his talent for turning oil into gold by turning chaos into
order.

Perhaps the key to the success of Rockefeller's strategy was his realization that he and his
partners could exploit the weakness of another industry, the railroads. Because the railroads that
served Cleveland were caught in a particularly strong version of the cutthroat competition that plagued
the entire rail sector, Rockefeller saw that he could whipsaw them. He played one against another,
bargaining for transportation rates that were cheaper than his competitors'. As the highest-volume
shipper in the Cleveland oil trade, Rockefeller could negotiate rates that gave his company cost
advantages over others. Combined with his enlistment of large investors to keep his production
facilities the largest and most efficient in the region, the results of the shipping advantages kept the
Rockefeller firm on top in Cleveland. Soon he was able to persuade his hard-pressed regional
competitors to merge with his company or to sell out to him, which made his business even more
dominant in the area. In turn, this strengthened his power to influence production levels and prices.
It seemed that a runaway industry might indeed be brought under more rational control. The
Rockefeller strategy worked, and his various enterprises in Cleveland were combined in the late
1860s into the Standard Oil Company, which was then incorporated in 1870. By 1872 Standard had
become virtually the only important firm in the region, thus completing what came to be called the
"Conquest of Cleveland."

Like so many apparent solutions to competitive problems in the history of business, however,
Rockefeller's triumph soon was clouded by the unwelcome reappearance of competition in the
national market. Despite Standard's acquisition of the largest refinery in New York City, its
subsequent closing of the older and less efficient Cleveland refineries, and the company's strong
position in the overseas trade, the industry's old problems soon reasserted themselves. Overproduction, price wars, and falling profit margins quickly reappeared. As early as 1869 refiners and producers of crude had tried to negotiate peace and prosperity through agreements to be overseen by a variety of trade associations. These were loose alliances in which the independent members promised to behave themselves and maintain prices and output levels. Time and again, however, the agreements so solemnly negotiated were ignored and violated by one or another of the firms in the association. Because American common law was not sympathetic to such price-fixing and market-dividing schemes, the agreements did not have the force of contracts. The associations and their agreements were not yet illegal, but the courts would not offer any help in making the parties abide by their own plans and promises. Secret price cuts and rebates, as well as violations of set production levels, caused the familiar problem of severe competition to break out again and again. After repeated failures with the association approach, Rockefeller concluded that the associations were "ropes of sand." He then set out to forge something more reliable.

Standard expanded its share of the nation's refining capacity, continued to concentrate production in a few large refineries, and integrated into more and more aspects of the business, particularly into the new form of transporting oil, pipelines. Repeating the old Cleveland tactic of using his leverage to secure favorable railroad rates, Rockefeller aggressively pursued the consolidation of the industry into the Standard Oil Company. Through sharp competition and selective price wars against the uncooperative elements in the industry, Standard became by far the dominant oil firm in the country. From the late 1870s, Rockefeller's company had about nine-tenths of the refining capacity in the United States. To shore up its legal control over what had come to be a messy patchwork of allied firms and partially owned subsidiaries, Standard in 1882 became the first large American business to adopt the trust form of organization, in which a handful of individuals held the shares of all the allied and subsidiary firms "in trust" for all their owners. Further administrative consolidation followed.

It is at approximately this point in the story that the documents included in this microfilmed portion of John D. Rockefeller's papers begin. The earliest ones in quantity are from 1877, and the latest from 1894. The great bulk of these manuscripts, however, cover the 1880s, a period when Standard Oil was at the height of its worldwide dominance of the oil industry. It was also a time when the great wealth produced by Rockefeller's work had reached dimensions that required much attention to its investment and to its careful stewardship through philanthropy. Though there is a scattering of outgoing correspondence and telegrams in this UPA project, almost all the material is incoming. Three subseries within series C ("C" for correspondence) of the John D. Rockefeller Papers are reproduced in their entirety to preserve the documentary integrity of these portions of the papers. Included is correspondence relating to business, to business investments, and to office matters (Parts 1–3, respectively, of Papers of John D. Rockefeller, Sr.). In fact, all three subseries contain a potpourri of personal, business, and philanthropic concerns. This intermixing within the files is itself a testimony to the complex ways in which all those realms amplified and reinforced each other in John D. Rockefeller's life. Although the Rockefeller Archive Center holds substantial additional papers of the founder of the Rockefeller enterprises, including voluminous letterbooks of outgoing correspondence and telegrams, the editorial decision was made to begin with the present portions in order to make available a manageable and meaningful segment of these important records.

**Business Correspondence**

The business correspondence contains an avalanche of information about the far-flung activities of the Rockefeller empire. From all over the country and from around the world there flowed data, information, and rumor. Reports to the Executive Committee of Standard Oil showed how the firm dealt with the first really effective challenges to its international hegemony in the 1880s, the result of the discovery and exploitation of vast fields in Russia, developed by the Nobel interests. The task of keeping order in the industry was never-ending, as can be seen, for example, in the files from Standard executive John Archbold. The company's hold on the domestic transport of oil was threatened by a succession of competitors and opponents from time to time. For example, Archbold wrote to Rockefeller in 1886: "We learn today to our great surprise and disgust that Penna. RR is furnishing Tank cars to the Holdship pipe Line for shipment of crude oil East. Have telegraphed protest..."
strongly." Similarly, the international struggle required constant vigilance: "We are considering the question of sending somebody to the Far East ... the Russians are making very aggressive efforts in these mks." By contrast, at moments when all was well within Standard's empire, Archbold could report what Rockefeller longed to hear: "pressing sales of refined in all directions as vigorously as possible. Everything moving along quietly and well." Equally important were the continuous summaries of quantitative data, the informational lifeblood of a modern business enterprise. Reports on stocks of crude oil, kerosene, and lubricants came constantly from New Jersey, from Marseilles, from the Far East, and from all over the world. Data on productivity and profitability were especially prevalent, such as reports on the monthly yields of various products per hundred gallons of crude in Standard's different refineries around the country, including conclusions about the total value of the product, the cost of refining, and the net value of goods produced at each site. No detail seemed to be too small to require at least a summary for the firm's head, including data on the monthly amounts paid to Western Union in Cleveland for telegrams. Information on insurance, news of competitors' new or rumored refineries or transportation facilities, measures of performance by individual managers or refineries, real estate deals, and political and legal intelligence were generated in staggering volume. Important moments in history are here, such as the telegram from Standard's lawyer and lobbyist in Washington that brought John D. Rockefeller word of Senate passage of the Sherman Antitrust Act. "Senate has just passed the Judiciary Committee trust bill all amendments being voted down," J. H. Flagg wired Rockefeller at his residence at 4 W. 54th Street in Manhattan in April of 1890. "There was but little debate and only one Senator Blodgett of New Jersey voted against the bill." A little more than twenty years later, that act would be used to break up Standard Oil in the landmark Supreme Court case of 1911.

In these voluminous business files we see also the communications to their leader from many of the able lieutenants and associates in Standard, such as John Archbold, Henry Flagler, and Henry Folger. Here, in short, we can see the details of how the great Standard Oil Trust did its work.

Office Correspondence

The business was the heart of John D. Rockefeller's achievement and importance, but the office correspondence issued and included in this microfilm publication is even more extensive and more fascinating than the business material. By the latter part of the 1870s Rockefeller was a widely known figure, and the number and variety of persons who wrote to him is remarkable. They wrote for almost every imaginable reason. Mostly they cajoled, begged, and curried favor. Here we hear America singing, though hardly the songs Walt Whitman heard. Alpha the Astrologer, for example, wrote from New York City: "Successfully answers all questions pertaining to buying and selling of stocks, bonds, grain, cotton, real estate, journeys & etc. Two dollars ... Highest references if required." Requests for loans were common, often bearing some assurance like that in a letter from Benjamin Albertson, contractor and builder of Asbury Park, New Jersey: "I am not a speculator or crank of any kind." Albertson, like many of the correspondents, did not actually know Rockefeller but felt no compunction about making the most outrageous demands of him. "I will call at your Residence No 4 W 54th st on Thursday Evening the 16th inst at 8.30 P.M.," Albertson peremptorily announced, "to see if you will save me from ruin. It will not take a large amount of money, and I have Real Estate security that I can give you." Sometimes those in public life felt that Mr. Rockefeller was in their debt, and they were not shy about asking for what they felt was coming to them. Paul Babcock, Jr., one of Rockefeller's business associates, wrote in 1880, for example, to find out how the Standard Oil Company wished to respond

5Archbold to Rockefeller, July 18, 1892. Archives. RG 1. Series C. Subseries B. Box 52. Folder 383.
6Flagg to Rockefeller, April 8, 1890. Archives. RG 1. Series C. Subseries B. Box 56. Folder 413.
8Albertson to John D. Rockefeller, December 17, 1890. Archives. RG 1. Series C. Subseries O. Box 1. Folder 2.
to a request from an influential Democrat in the New Jersey state legislature: “I have received a message from the Hon. Thos. H. O'Connor of Newark that he would be glad to receive his expenses incurred in the recent session...in introducing & urging his Bill against Pipe Lines in the State of New Jersey...My own judgment was & is to refuse to pay one dollar!”

Appeals came from the mighty as well as from the less well known. The rich were already practicing the habit of soliciting each other in support of their personal good causes. Many of those in society and in the business world contacted Mr. Rockefeller seeking donations. Andrew Carnegie, for example, wrote in 1889 seeking a gift for what would shortly emerge as Carnegie Hall: “Perhaps the effort to give New York what the Post recently said was its most pressing need may commend itself to you,” the steel king opened. “Our numerous musical organizations would naturally be gratified to have your name among their supporters.” And, lest the oil magnate think this some otherworldly scheme, Carnegie assured him that “the Hall will be managed...upon business principles to pay interest like any other Real Estate investment.”

Requests for testimonials and endorsements of products were among the many demands made of Mr. Rockefeller. Fred Adee & Co., purveyors of plumbers’ supplies and sole agents for Zane’s patent water closet (“The Sanitary”), asked whether he would oblige with an opinion of the merits of their product, recently installed in his residence. “We are about to issue a new catalogue and desire to include in it a testimonial from you,” they explained. Many people also wrote seeking jobs or help for their sick and dying relatives.

Few good causes went forward without offering him the opportunity to take part. Solicitations from museums, hospitals, temperance groups, welfare organizations of every stripe and hue, and educational institutions were particularly evident. Most received standard polite but negative replies from his staff, though a great many succeeded in winning his help. Among these were some of the nation’s major universities, particularly Brown and the new University of Chicago, to which Rockefeller gave millions. He exercised his influence on behalf of his favored institutions in manifold ways, as a letter from his trusted lieutenant Frederick T. Gates shows. From the Standard headquarters at 26 Broadway, Gates wrote in 1893 to Rockefeller in Cleveland:

President E. Benjamin Andrews of Brown University called upon me yesterday explaining that his call was simply friendly without business. I knew, however, he must have some object. In the course of the conversation seeing that he was not going to unfold his errand but expected me to open up, I waited until he was ready to go, and in fact had started. I then called him back and ventured to hope that he had not given up the idea of going to Chicago with Dr. [William Rainey] Harper. He then opened up the real business for which he came. He said he was not sure whether Mr. Rockefeller personally would like to have him go or not. I told him...that Mr. Rockefeller would be distinctly gratified if he could find it in the line of his duty to go to Chicago and take hold with Dr. Harper. He seemed to have a burden lifted by the announcement. I have written very briefly to Dr. Harper and I think it now very probable that Andrews can be had.

By far the greatest volume of letters related to requests from those pursuing religious or moral goals, above all for Baptist causes. J. B. Cranfill, Superintendent of Missions for the Baptist General Convention of Texas, wrote repeatedly, though apparently unsuccessfully. Texas, he noted, “is a vast foreign and home mission field and the work for the Master here has paid. Our people use your ‘Standard Oil’ for they can’t get any other kind, and I feel that you ought to give me some mission money to keep these people from getting into the oil tank of the future world. I will be satisfied with $500 and will not boycott your oil if you don’t give a cent. With cordial good wishes and trusting the Lord will help you in all things, I am, Yours Fraternally, J. B. Cranfill.”

9Babcock to Rockefeller, April 4, 1880. Archives. RG 1.2. Series C. Subseries B. Box 52. Folder 387.
Rockefeller declined, saying “I am pleased that you are moving forward in the effort to secure the additional musical advantages for New York, in the construction of a proposed new building &c and regret that I am deprived from joining you, on account of having so many other undertakings on hand.”
13Cranfill to Rockefeller, March 12, 1890. Archives. RG 1.2. Series C. Subseries O. Box 10. Folder 74.
The pleas for contributions often received the same thorough, rational, careful evaluation that Rockefeller’s staff gave to his investments. Frederick T. Gates handled much of this work, and it is interesting to compare his reports on proposed for-profit investments with his quite similar judgments about the soundness, stability, and long-run prospects of charitable supplicants. For example, Gates, in his capacity as the corresponding secretary of the American Baptist Education Society, investigated and then reported adversely on the request for a sanitarium for Baptist missionaries. He listed numerous reasons, such as the fact that “the $1,200 endows a bed not a room, which would take $15,000 it appears including treatment.” In addition, “the fund goes to the sanitarium co. not as your correspondent supposes to the Missionary Union,” and furthermore, “the sanitarium affords insufficient guaranties of permanency.”

Similarly, in responding to an inquiry from Rockefeller’s secretary, George D. Rogers, Gates urged that a loan not be given to a milling company whose owner did business with a barge firm in which Rockefeller had an interest, ticking off a long list of reasons ranging from the fact that the collateral was not valuable to considerations that the business was “a very fluctuating one,” “profits are uncertain,” and “why should he [Rockefeller] be saddled with every enterprise which can possibly contribute to the Barge profits.” All inquiries, whether seeking contributions, loans, or favors, took on added complexity when they came from someone with a business connection to Rockefeller. Gates, for example, proceeded cautiously in a matter involving a request for a Baptist charity when “the fact this gentleman is probably connected with your business...leads me to await your instructions before undertaking a thorough investigation.”

The tangled web of connections shaped not only the personal and philanthropic correspondence, but also the materials relating to business investments.

**Business Investments Correspondence**

As John D. Rockefeller’s fortune grew, it became a monumental task to keep the funds well invested. By the time the microfilmed papers begin, it was already a challenge that kept a large network of people busy. Good investment strikes a balance between risk and reward, and reliable information on the prospects for both elements in the equation was always difficult to acquire. As in all other walks of life, Rockefeller relied on networks of associates to see that his money went into promising investments. He retained strong ties to Cleveland long after Standard Oil moved to New York City, and his papers contain many communications from his home city about good opportunities there. G. M. Stafford of the Woodland Ave. Savings and Loan Co. in Cleveland was a frequent source of such reliable data. One of his letters is worth quoting in full to give a sense of the research that lay behind a good investment:

We can offer you some of the best paper we have ever had @ 7% and secured by the best of Real Estate. One loan of $25,000 in two notes @ $17,500, & $7500 due in one year and secured by Property on Euclid Ave, cor Dorchester, next to Dunham Ave 92 X 710, with good Brick House & Barn (the old Marsh property). The property is owned by John W. Fox, who lives there—He lately married Mrs. Dunham. The property is worth fully $50,000. The 7,500 note is secured on property just purchased by Mr. Fox—consisting of 50 acres next adjoining N. O. Stone in Euclid Township, fronting on Euclid Ave—He paid $17,500 cash for it.

The other is a loan of $50,000 in two notes of $25,000 each and secured by $70,000 of the Grasselli Chem. Co stock at par. The stock is worth $150 per share. It is owned by Thos. A. Ireland a brother in law of Mr. Grasselli. These people are among our best customers. The loans would be made direct to

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us and we will give our certificates for the money and give you the above as collateral—one year @ 7%. They wish the money and we are arranging to furnish it. We get no commissions or profits from it save their regular business.18

Opportunities to buy into good situations came regularly. Rockefeller took advantage, for example, of a chance in 1885 to buy 3,000 shares in another of the early trusts, American Cotton Oil.19 There were many occasions when Rockefeller and his associates learned of promising stock market situations. These papers in fact give a revealing look at the process by which stocks and bonds were placed in the hands of those with funds to invest. They document the very era during which industrial stocks were beginning to be more widely traded, a critical development in the creation of more and more giant enterprises in manufacturing. In addition, they show in a dramatic fashion the fast and loose ways of Wall Street in the era before securities regulation. What we characterize today as insider trading was commonplace. Confidential word came to Rockefeller from the board meetings of many railroads, manufacturing corporations, utilities, and the like, reports of opportunities to take part in or to cause run-ups or declines in the prices of a wide variety of stocks. One Rockefeller associate who reported on such chances was J. F. Alexander, who sometimes dictated bulletins such as this one in April of 1888: “There will probably be a very sharp rise in Terminal Stock this afternoon....The chance has not come since the great contest for the stock a year ago last November. [Insiders on the Board] have all bought and the probability is it will go very high. These are the actual facts of the case. The street does not know about it.”20 With the advantages of the latest communications technology, his location in the heart of New York’s financial district, substantial liquid funds to invest, and an unparalleled network of business connections, associates, and staff, John D. Rockefeller was as well placed an anybody to turn such information to advantage. Through such paths wealth and influence led to further wealth and influence.

From all the instances in which Rockefeller was offered chances to invest, of course, the trick was to choose the right ones. Certainly there was no shortage of opportunities to take part in everything from the young Spalding athletic goods company to “the greatest Real-estate scheme ever undertaken on this continent” to “the copper monopoly of the century,” to be headed by former Civil War general George B. McClellan.21 In this microfilm edition of the Rockefeller Papers, the reader can see virtually the whole sweep of investment vehicles, options, schemes, risks, and rewards churned up by the booming American economy of the Gilded Age.

Here, then, are documents that show in high relief so many sides of life in the United States in the late nineteenth century. John D. Rockefeller and his associates stood at the center of so many of the great events of the era—in business, in social history, in philanthropy, in politics, in religion, in education, and in the investment world. To read the papers issued in this edition is to see the workings of some of the richest and most powerful figures in an era when the United States was emerging as the leading industrial nation on the globe. We see ourselves and our modern world on these pages, and it is not always a pretty sight. But if we care to understand how institutions and influence work in America, there is hardly a better place to begin than in these documents.

Glenn Porter
Director
Hagley Museum and Library

NOTE ON SOURCES

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EDITORIAL NOTE

The Reel Index, which comprises the bulk of this user's guide, is adapted from the Register to the John D. Rockefeller, Sr., Business Correspondence, which is included at the beginning of Reel 1 of this edition. The four-digit number to the left of each entry indicates the frame number at which a particular folder begins. Each folder consists of alphabetical or chronological groupings of correspondence. Two-letter abbreviations are used for state names unless some confusion might result, in which case they are spelled out. Rockefeller's name is abbreviated JDR.

The Subject Index, which is keyed to the information provided in the Reel Index, follows the Reel Index. Entries direct the researcher to the folder within which materials relating to a particular subject or company appear. Following the Subject Index is a brief bibliography.

All files included in this edition are reproduced on the microfilm in their entirety. Researchers should note that additional correspondence from individuals in UPA's Papers of John D. Rockefeller, Sr., Part 1: Business Correspondence may be found in UPA's Papers of John D. Rockefeller, Sr., Part 2: Business Investments Correspondence and Part 3: Office Correspondence. The presence of outgoing correspondence can be checked in Part 4: Index to the John D. Rockefeller Letterbooks at the Rockefeller Archive Center.

For the convenience of the user, information about the correspondence in a folder includes the
author, the date, the place it came from, and the subject(s). References to John D. Rockefeller, Jr. are
abbreviated JDR.

Reel 1

Introductory Materials

Register to the John D. Rockefeller, Sr., Business Correspondence. 64pp.

Box 51

Folder 376, Abbott–Anthony. 82pp.
Abbott, W. C., 12/22/1877. Titusville, PA. Thanks for favor.
Ackley, J. M., 1881–1883. Cleveland, OH. Job getting rights-of-way for
pipelines.
Acme Oil Co., 3/15/1887. Titusville, PA. Sending Maverick Oil Co. contract.
magazine published in Chicago, IL).
refineries.
Allen, W. J. B., 1/12/1887. Cleveland, OH. Job applicant.
Ames, O., 10/16/1883. Boston, MA. Requests interview.
Vacuum Oil Co. lawsuit.
Andrews, W. C., 1878–1883. Cleveland, OH. Bradford Field; requests
appointment with executive committee; mineral wool.
Anthony, C. E., 4/21/1890. Los Angeles, CA. Sulphur extraction process.
Titusville, PA, and New York, NY. Acme Oil Co.; Incomplete correspondence on all phases of Standard Oil Co. activities.

Titusville, PA, and New York, NY. Acme Oil Co.; Incomplete correspondence on all phases of Standard Oil Co. activities.

Titusville, PA, and New York, NY. Acme Oil Co.; Incomplete correspondence on all phases of Standard Oil Co. activities.

Titusville, PA, and New York, NY. Acme Oil Co.; Incomplete correspondence on all phases of Standard Oil Co. activities.

Box 52

Titusville, PA, and New York, NY. Acme Oil Co.; Telegraphic messages on all phases of Standard Oil Co. activities (some in cypher).

Titusville, PA, and New York, NY. Acme Oil Co.; Telegraphic messages on all phases of Standard Oil Co. activities (some in cypher).

Folder 385, Archbold, John D., Telegrams, 1892–1893. 73pp.  
Titusville, PA, and New York, NY. Acme Oil Co.; Telegraphic messages on all phases of Standard Oil Co. activities (some in cypher).

Folder 386, Armstrong–Ayres. 42pp.  
Arter, Frank, 10/21/1886. Cleveland, OH. Standard Oil Co. stockholder.

New York, NY Standard Oil Co. executive statistics on prices and production; labor relations; Sone & Fleming Manufacturing Co.

Reel 2

Folder 388, Bachert–Barshinger. 32pp.  
Bacon, S. E., 1/18/1891. Lansingville, NY. Job applicant.
Baker, W. B., undated. Canton, WV. Oil lands.
Barnes, G. W., 11/2/1888. Oil City, PA. Eagle Consolidated Refinery.

New York, NY. Acme Oil Co.; relations between executive and manufacturing committees; production; quality of oil; production of competitors.

New York, NY. Acme Oil Co.; relations between executive and manufacturing committees; production; quality of oil; production of competitors.

Box 53

New York, NY. Acme Oil Co.; relations between executive and manufacturing committees; production; quality of oil; production of competitors.

Folder 392, Barter-Bosch. 138pp.
Bausher, H., 2/18/1881. Chicago, IL. Refined lard packer.
Beach, J. W., 2/21/1883. Chicago, IL. Pneumatic conveyor.
Beckman, C., 11/10/1885. Ottawa, OH. Oil for sale.
Beek, G. D., 2/22/1879. Cleveland, OH. Job applicant.
Benedict, J. H., 1888. Chicago, IL. Railroad contracts; Chicago & Atlantic Railway Co.
Benham, O. J., 1885–1888 Cleveland, OH. Deodorized stove gasoline quality; Solar Refining Co.
Banton, C. B., Cleveland, OH. UT sulphur mines.
Bernard, C. B., 4/16/1885. Cleveland, OH. Job applicant.
Bishop, Jesse P., 1/29/1881. Cleveland, OH. Attorney.
Bishop, L. Jesse P., 5/14/1888. Cleveland, OH. Attorney.
Bloom, F. M., Jersey City, NJ. Job applicant.


Boggs, E., 1/17/1889. Findlay, OH. Gas lands.


Buying and selling crude oil; transportation arrangements; dividends; planning.

Folder 394, Boucher–Brockie. 126pp.


Brainard, A. H., 1883. Cleveland, OH. Job applicant.


Brewster, Benjamin, 1881–1888. New York, NY. National Transit Co.; buying crude oil; plant values; oil quality; transportation arrangements; planning.


Brokers, undated. Location unknown. Stimulate oil market.


Brough, W., 1877–1881. Franklin, PA. Pipeline negotiations; competition with Russian oil.


Brown, L. R., 9/28/1887. South Yarmouth, ME. Job applicant.


Brundred, B. F., 1885–1889. Oil City, PA. Refining costs; Imperial Refining Co.


Bunce, B. B., 12/11/1883. Oil City, PA. Seeks business advice.


Burfeind, W., 12/26/1887. Richton, IL. Oil lands.


Burgess, S., 3/19/1879. Cleveland, OH. Introduction to Q. Vance of Oil City, PA.

Burhans, F. V., 7/30/1883. Warrensburgh, NY. Interview.


Burke, R. W., 10/30/1890. New York, NY. Queens County Oil Works.

Burlingame, S. C., 1/12/1886. Detroit, MI. Job applicant.
Burrough, F. M., 1881–1886. Providence, RI. Job applicant.
Burt, O. C., 1880–1884. Cleveland, OH. Standard Oil Co. employee.

Box 54


Folder 397, Bushnell, John, 1881–June 1892. 110pp.
New York, NY. National Transit Co.; oil production and shipment; Natural Gas Trust.

Folder 399, Bushnell, John, July 1892–1893. 26pp.
New York, NY. National Transit Co.; oil production and shipment; Natural Gas Trust.

Folder 399, Bushnell, Joseph, 1877–1891. 74pp.
Parker City, PA.; crude oil stocks; relations between oil refiners and producers; auditing department.

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Box 54 cont.

Folder 400, Bushnell, T. C. – Byers. 68pp.
New York, NY. Bushnell, T. C., 1879–1885. Refined oil sales; Warden, Frew & Co; European oil market; export trade statistics.
Byerly, T., 6/19/1889. Cleveland, OH. Castor pomace manufacture.

Calkins, C. C., 10/27/1890. Lockport, NY. Job applicant.
Camden, J. N., 1877–March 1878. Baltimore, MD. Standard Oil Co. associate, and West Virginia refiners; railroad rate negotiations; pipeline plans; Camden Consolidated Oil Co.; U.S. senator from West Virginia.

Baltimore, MD, and Parkersburg, WV. Standard Oil Co. associate; refineries; railroad rate negotiations; pipeline plans; Camden Consolidated Oil Co.; U.S. senator from West Virginia.

Baltimore, MD, and Parkersburg, WV. Standard Oil Co. associate; Baltimore, MD, and West Virginia refineries; railroad rate negotiations; pipeline plans; Camden Consolidated Oil Co.; U.S. senator from West Virginia.

Folder 404, Cameron–Clarke, J. L. 147pp.
Cameron, L. O., 2/27/1892. Pittsburgh, PA. Regarding the first oil distilled.
Campbell, J. R., 1878–1882. Oil City, PA. United Pipe Lines treasurer; finances and operations of pipelines.
Carley, F. D., 1879-1885. Louisville, KY. Chess, Carley & Co.; naval stores industry; inter-trust competition for sales; competition with George Rice.
Catling, T. W., 1/13/1891. Norfolk, VA. Soap from oil.
Chambers, J. D., 7/1890. Unidentified location. Oil production and sales.
Clark, N. F., 1889-1892. Pittsburgh, PA. Oil lands; loan.
Clark, W. P., 6/21/1892. Kincaid, KS. Imperial Oil Co. stock.

Box 55

Clarke, W. E., 1882–1892. Cleveland, OH. Standard Trust auditor; brother of L. D. Clarke, JDR personally interested; Mexico and Texas.

Cole, C., 3/2/1881. Trenton, NJ. Legislative battle.
Cole, W. A., 5/7/1880. Parkersburg, WV. Camden Consolidated Oil Co. crude oil stocks and costs.
Congleton, J., 3/21/1885. Hislop, OH. Oil lands.
Cook, G. A., 6/12/1885. Cleveland, OH. Job applicant.
Cooley, L. M., 10/21/1887. New York, NY. Interstate Commerce Commission
subpoena regarding George Rice.
Cooper, James, 4/16/1890. New York, NY. Job application for son.
Cooper, P. D., 11/13/1887. Elkhart, IN. Job applicant.
Cooper, S. A., 12/6/1886. McComb, OH. Oil lands.
Coward, J., 1881–1884. Cleveland, OH. Austrian oil concern; manufactured
gas.
Cotter, W. E., 2/22/1879. Freedom, PA. Refinery for sale; Excelsior Oil Works
of Pennsylvania.
Couger, J. O., 6/21/1887. Indianapolis, IN. Job applicant.
Coughanour, R. D., 10/3/1885. Dallas, TX. Job applicant.
Courtis, W. M., 8/14/1884. Detroit, MI. Job applicant.
Cowan, W. P., 1879–1888. Cleveland, OH. Standard Oil Co. superintendent;
transportation and operations.
Couperthwaite, A. F., 1891–1892. New York, NY. Scale wax shipments;
Thompson & Bedford Co.
Cowles, D. S., 1883–1890. New York, NY. Stocks and bonds negotiations;
domestic trade committee; management; domestic sales statistics.
Coxe, R. E., 10/21/1885. New York, NY. Job applicant.
Crane, A. S., 3/24/1887. Chicago, IL. Freight rates; Chicago & Atlantic Railway
Co.
Crosby, A. F., 1/17/1882. Cleveland, OH. Job applicant.
Crosier, F. B., 9/14/1885. Cleveland, OH. Job applicant.
Crumb, C. A., 10/24/1888. Cleveland, OH. Job applicant.
Crutchley, J., 1881. Cleveland, OH. Proposed new refinery; wants to buy oil
from Standard Oil Co.
Culver, S. W., 7/6/1883. Jersey City, PA. President of Bishop College, Marshall,
TX (education of African-Americans).
Culver, W. R., 1/7/1893. Lima, OH. Boilermaker.
Cutting, S. S., 3/16/1878. New York, NY. Chapels for Seminole Indians and
Sac and Fox Indians in Oklahoma.
Frame No.

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Box 55 cont.

0001  Folder 409, Dakin–Darrow. 113pp.
Dakin, C. W., 1884. Cleveland, OH. Interview.
Dakin, H. K., 10/11/1886. Cleveland, OH. Can manufacturer.
Daugherty, J. S., 2/5/1885. Dallas, TX. Texas lands.
Davis, J. W., 10/31/1887. Oil City, PA. Refinery for sale.

Dexter, F. G., 1877–1880. Boston, MA. Objects to Standard Oil Co. holding funds without paying interest.
Dietz, H. L., 1883. Cleveland, OH. Church appeal.
Dixie, A. C., 9/7/1886. Groton, CT. Job applicant.
Dixon, J. K., Philadelphia, PA. Urges promotion of church member employed by Standard Oil Co.
Solicitor, legal department; advise on taxes, pending suits, consolidations, and investigations and subpoenas; W. T. Gladden allegations regarding excessive price of refined oil; formation and dissolution of Standard Oil Trust; Memoirs of S. C. T. Dodd: Written for His Children and Friends, 1837–1907.

0238  Folder 411, Dodge–Dutton. 34pp.
Dodge, C. A., 10/30/1890. Dodgeville, OH. Job applicant.
Doty, G. W., 1878. Petrolia, PA. Oil lease scheme.
Frame No.

Downer, S., 12/19/1870. Boston, MA. Price of oil; Downer Kerosene Oil Co.
Dulinage, A. F., 1/31/1891. Litchfield, MN. Job applicant.

Box 56


Eames, G. F., 5/18/1888. Roxia, MS. Oil well.
Edelen, W. R., 10/10/1880. Cleveland, OH. Job applicant.
Edmeston, N. J., 11/19/1885. Cleveland, OH. Job applicant.
Eells, D. P., 1869, 1886–1889. Cleveland, OH. United Oil Co. of Colorado;
Commercial National Bank; Rockefeller, Andrews & Flagler.
Ely, G. H., 3/19/1887. Columbus, OH. Legislative action.
Emerson, F. A., 7/2/1888. Cleveland, OH. Job applicant.
Etzenperger, E., 7/2/1886. Cleveland, OH. Job applicant.
Evans, I. D., 10/5/1886. Cleveland, OH. Job applicant.
Executive Committee, 1885–1891. New York, NY, and Cleveland, OH.
Telegraphic communication between JDR and committee on all phases of Standard Oil Co. (some in cypher).
Exports, 1879. Unidentified location. Petroleum export statistics from Baku, Russia.
Eyes, A., 4/15/1882. Cleveland, OH. Clothes order.

Folder 413, Fabre–Flagler, H. K. 89pp.

Fabre, A., 2/6/1890. Marseilles, France. Oil import statistics.
Fahnrestock, H. C., 10/31/1890. New York, NY. Will see senator; First National Bank.
Ferris, R. B., 1891–1892. New York, NY. Bank of NY; negotiations between Camden Consolidated Oil Co. and Bridge & Terminal Co. for real estate in West Virginia; suggestion on dissolution of Standard Oil Trust; job applicant.
Fetherolf, B. L., 11/21/1887. Tamaqua, PA. Oil lands.
Fiskerson [Fulkerson], C. M., 4/25/1881. Ashland, OH. Job applicant.
Flagler, H. K., 9/14/1889. Metcalf, MA. Sugar beet proposal.
New York, NY, and Cleveland, OH. Secretary, Standard Oil Co.; production; refining; shipment; railroad contracts; stock sales and exchanges; planning.
New York, NY, and Cleveland, OH. Secretary, Standard Oil Co.; production; refining; shipment; railroad contracts; stock sales and exchanges; planning.
New York, NY, and Cleveland, OH. Secretary, Standard Oil Co.; production; refining; shipment; railroad contracts; stock sales and exchanges; planning; W. T. Gladden; dissolution of trust.
Fleming, W., 1889–1890. Oil City, PA. Oil lands; Standard Oil Co. agent.
New York, NY. Standard Oil Co. Manufacturing Committee relations with executive committee; statistical reports on oil production and costs.
New York, NY; Standard Oil Co. Manufacturing Committee relations with executive committee; statistical reports on oil production and costs; export trade.

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Box 57

Folder 419, Follett–Furze. 137pp.
Forster, F. P., 11/28/1890. Sanford, FL. Credit reference on F. D. Squire.
Foster, 10/30/1886. New York, NY. Sent copies to Republican headquarters in Yonkers.
Foster, Charles, 1887–1891. Fostoria, Ohio Political contributions; Ohio state assembly.
Foster, Charles F., 11/22/1893. Chicago, IL. World's Columbian Exposition fuel oil testimonial.
Foster, C. W., 1884–1891. Cleveland, OH. Purchase of Standard Oil Trust certificates.
Franke, C. L., Louisville, KY. Article on trusts.
Fraser, A., 12/18/1886. Minneapolis, MN. Job applicant.
Freeman, J. F., 1879–1890. New York, NY. Treasurer, Standard Oil Co. of New York; changes in investments; call money market; bank balances.
Freet, C. E., 8/25/1886. Cleveland, OH. Job applicant.
Frew, W., 1877–1879. Pittsburgh, PA. Competition; pipe lines; consolidation; Draco lawsuit.
Friend to the Co., 3/1887. Wapakoneta, OH. Warning regarding Knights of Labor.
Fuller, J. N., 1879. Cleveland, OH. Valley Railroad.
Furze, E., 10/26/1892. Cleveland, OH. Interview.

Gannon, J. C., 4/22/1879. Cleveland, OH. Sending reports of cooperage stocks.
Gilloy, A., 10/22/1888. Cleveland, OH. Job applicant.
Goodwillie, T., 1890–1892. Cleveland, OH. Refined oil department statistics; operations.
Goodwin, E. S., 1878–1890. Pittsburgh, PA. Reports of competitors' oil sales; meeting Reighard's competition in Pennsylvania; sales department.

Folder 421, Gowen–Guy. 68pp.
Greene, C. J., 10/27/1892. Thanks for payment.
Haldeman, L., 1879. Cleveland, OH. Wants loan on Pennsylvania oil wells; Tidewater Pipe Co. negotiations.
Hartwell, E. B., 12/7/1887. Louisville, KY. Job applicant.
Hatfield, C. F., 1884–1890. Cleveland, OH, and Marshall, TX. Standard Oil Co. and Waters Pierce Oil Co. employee.


Hayden, H., 3/8/1880. Cleveland, OH. Church attendance.

Hays, J. S., 1879–1886. Cleveland, OH. Insurance agent; wants to compete with Chess, Carley & Co.


Heine, C. W., 1884. New York, NY. Inventor of device for converting locomotives and other burners from coal to oil.

Henderson, J. N., 1887. Cleveland, OH. Arrangements for taking JDR deposition for Judge Blandin, attorney.


Henry, G. W., 6/2/1892. Chicago, IL. Oil lands development.

Henry, W. C., 2/28/1879. Parker, WV. Job applicant; former employee; United Pipe Lines.


Herzog, M., 1879–1886. Hoboken, NJ. Technical chemist; product use and development; inventions.

Hess, F., 11/5/1886. Fort Dodge, IA. Oil prospector.


Hindman, J. R., 5/31/1890. Ogden, UT. Oil prospector.

Hill, J. N., 11/1/1886. Cleveland, OH. Interview.

Hiller, W. D., 12/18/1883. Gravel Hill, VA. Tin ore.


Hines, J. R., 6/18/1890. Riverville, WV. Oil lands.

Hogan, S., 2/17/1887. Chicago, IL. Job applicant.


Hill, J. N., 5/31/1890. Ogden, UT. Oil prospector.

Hillgard, W. B., 11/1/1886. Cleveland, OH. Interview.

Hiller, W. D., 12/18/1883. Gravel Hill, VA. Tin ore.


Hines, J. R., 6/18/1890. Riverville, WV. Oil lands.

Hogan, S., 2/17/1887. Chicago, IL. Job applicant.


Hollister, U. S., 1/13/1892. New York, NY. Job applicant; Acme Oil Co.

Holloway, J. L., 10/31/1879. Cleveland, OH. Pipeline pumps.


Horn, A. G., 10/15/1884. Cleveland, OH. Job applicant.


Howe, W. A., 2/19/1883. Cleveland, OH. Euclid Baptist Church.


Hoyt, Colgate, 1880–1891. Senator Cameron; steamship line; American Steel Barge Co.; rights-of-way.
Hughes, H. M., 1877–1879. Oil City, PA. United Pipe Lines meetings.
Hunter, F. W., 12/13/1887. Cincinnati, OH. Interview.
Hurd, S. N., 2/26/1891. Chicago, IL. Hanford Oil Co.

0653 Folder 426, Hutchins, H. A., 1877–April 1880. 95pp.
Cleveland, OH. Sales department manager.

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Cleveland, OH. Sales department manager.

Cleveland, OH. Sales department manager.

Cleveland, OH. Sales department manager.

Cleveland, OH. Sales department manager.

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Box 58 cont.

Cleveland, OH. Sales department manager.

Cleveland, OH. Sales department manager.

Hutchins, J., 1/31/1884. Cleveland, OH. Job applicant.
Hutchins, J. C., 1/17/1887. Cleveland, OH. Job applicant.

Box 59

Ingersoll, W. M., 12/26/1887. Cleveland, OH. Job applicant.
Ingham, W. A., 2/17/1881. Cleveland, OH. Job applicant.

James, D. W., 1/26/1881. Washington, D.C. Timberlands.
Job, S., 1878–1881. Cleveland, OH. Bethel Relief Association; job applicant.
Johnson, G. H., 1878–1880. Cleveland, OH. Oil sales; personal recommendation.
Johnston, J. W., 8/21/1883. Wahpeton, ND. Thanks for $100.00.
Jones, E., 11/21/1877. Cleveland, OH. Church invitation.
Jones, J. C., 10/27/1886. Chicago, IL. Grate bars.
Jones, J. T., 12/2/1879. Bradford, PA. United Pipe Lines minority stockholders’ complaint; Bradford Oil Co.
Judd, P. H., 1877–1885. Oil City, PA. Field job; wants to stay in Oil City.

Kathrens, R. D., 5/6/91. Sioux City, IA. Wyoming oil fields.
Keeler, H. R., 8/26/1884. Cleveland, OH. Job applicant.
Keith, E., 3/18/1884. Anima, CO. Oil lands.
Kennedy, J. H., 7/2/1885. Cleveland, OH. Article on Standard Oil Co.
Kimball, C. L., 1877. Cleveland, OH. Church contribution.
King, J. M., 6/20/1887. Martin City, TX. Texas oil boom.
Kline, G. H., 12/3/1877. Jersey City, NJ. Job applicant.
Kline, V. P., 1887–1890. Cleveland, OH. Attorney.
Konopak, C. R., 1/30/1889. Toledo, OH. Job applicant.
Kraetzer, E., 9/5/1892. West Acton, MA. Oil company stock.

Lacea, G. W., 12/21/1891. Ann Arbor, MI. Job applicant.
La Monte, C. L., 9/5/1890. Columbus, OH. Job applicant.
Latham, S., 1890. Bomardstown, MA. Vacuum Oil stock for sale.
Laughner, P. O., 6/10/1889. Oil City, PA. Job applicant.
Law, C. C., 8/21/1889. Coronado, SC. Job applicant.
Leek, T. W., 1882–1883. Cleveland, OH. Job applicant.
Leh, P., 1881. New York, NY. German oil company.
Leonard, G. H., 1/6/1881. Boston, MA. Fish oils.
Lepont, C. L., 6/28/1888. Columbus, OH. Job applicant.
Levering, L., 1/28/1878. Volcano, WV. Urges increasing export trade to end surplus.

Dealer in crude oil for Standard Oil Co.; extensive collection of price series for oil in regions and in New York.

Folder 439, Lewis, Henry, February–April 1881. 121pp.
Dealer in crude oil for Standard Oil Co.; extensive collection of price series for oil in regions and in New York.

Dealer in crude oil for Standard Oil Co.; extensive collection of price series for oil in regions and in New York.

Dealer in crude oil for Standard Oil Co.; extensive collection of price series for oil in regions and in New York.

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Box 60

Dealer in crude oil for Standard Oil Co.; extensive collection of price series for oil in regions and in New York.

Dealer in crude oil for Standard Oil Co.; extensive collection of price series for oil in regions and in New York.

Dealer in crude oil for Standard Oil Co.; extensive collection of price series for oil in regions and in New York.

Folder 445, Lewis, Henry, 1887. 112pp.
Dealer in crude oil for Standard Oil Co.; extensive collection of price series for oil in regions and in New York.

Folder 446, Lewis, Henry, 1888. 112pp.
Dealer in crude oil for Standard Oil Co.; extensive collection of price series for oil in regions and in New York.

Dealer in crude oil for Standard Oil Co.; extensive collection of price series for oil in regions and in New York.

Folder 448, Lewis, J. Lyon. 84pp.
Livingston, M., 1/14/1881. Pittsburgh, PA. Interview.
Lockhart, C., 1878–1889. Pittsburgh, PA. Standard Oil Co. sales contracts; pipelines; competitors' production.
Long, A. N., 2/7/1881. Cleveland, OH. Job applicant.
Lowe, R. D., 1885. Cleveland, OH. Job applicant.

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MacDonald, R., 1890. Toronto, Ontario. Winnipeg and North Pacific Railroad.
MacMath, J. H., 4/8/1889. Cleveland, OH. Has pipeline charter to sell.
Mahoken, C. I., 1/12/1893. Fargo, ND. Job applicant.
Mansfield, E. P., 1889. Cleveland, OH. Concerned about her husband's job.
Mansfield, J. H., 1887–1892. Cleveland, OH. Natural gas operation.
Marsellus, C. N., 2/11/1887. Louisville, KY. Job applicant.
Marsh & Harwood, 12/6/1879. Cleveland, OH. Business control.
Martin, J. H., 1/29/1890. Cleveland, OH. Job applicant.
Martin, W. B., 4/10/1879. Cleveland, OH. Solicits business
Massey, A. H., 7/18/1885. Cleveland, OH. Job applicant.
Mather, S., 12/5/1877. Cleveland, OH. National Guard appeal.
McCullagh, H., 12/16/1891. Cleveland, OH. Job applicant.

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Folder 450, McCune–McGowan. 89pp.
McDonald, A., 1881–1891. Cincinnati, OH. Sales and competition; no fear of Sherman antitrust bill.
McDonald, S. A., 1885–1888. Cleveland, OH. Refined oil sales and shipments.
McEwan, G. C., 5/14/1883. Rutherford, NJ. Oil shortage tank.

New York, NY. Production and distribution of refined products; contract relations between units of trust; personnel changes; maintenance of production facilities; activities of competition.

New York, NY. Production and distribution of refined products; contract relations between units of trust; personnel changes; maintenance of production facilities; activities of competition.

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Box 61 cont.

New York, NY. Production and distribution of refined products; contract relations between units of trust; personnel changes; maintenance of production facilities; activities of competition.

New York, NY. Production and distribution of refined products; contract relations between units of trust; personnel changes; maintenance of production facilities; activities of competition.

Folder 455, McIntosh-Miller. 139pp.
McIntosh, D., 1877–1891. Oil City, PA. Competitors’ sales.
Meyer, E. S., 5/31/1887. Cleveland, OH. Job applicant.
Miller, C. J., 3/14/1889. Marion, OH. Job applicant.
Miller, H. L., 10/22/1886. Cleveland, OH. Job applicant.
Miller, J. H., 12/1/1887. Chicago, IL. Employee grievance.
Miller, R. S., 10/6/1876. New York, NY. Job applicant.

Folder 456, Milne–Murray. 69pp.
Moon, E. S., 4/24/1886. Cleveland, OH. Job applicant.
Mooney, W. J., 6/18/1885. Bellefontaine, OH. Natural gas works.
Moore, C. S., 1890. Cleveland, OH. Standard Oil Trust stock purchase.
Morgan, C., 6/1/1885. Cleveland, OH. Job applicant.
Morris, L., 1885. Oil City, PA. Interview.
Morse, W. M., 1/25/1890. Marietta, OH. Marietta as center for industry.
Morse, O. C., 1883. Cleveland, OH. Young Men's Christian Association.

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Newell, J., 4/8/1879. Cleveland, OH. Refuses railroad pass; Lake Shore &
Michigan Southern Railway.
Newton, S., 11/25/1885. Marietta, OH. Interview.
Northrup, G. W., 1883–1888. Morgan Park, IL. Morgan Park Academy; job for
son.

Oakley, T. H., 6/8/1885. Cleveland, OH. Job applicant.
O’Day, D., 1877–February 1880. Bradford and Titusville, PA, and Buffalo and
New York, NY. Pipeline management; United Pipe Lines; American Transfer
Co.; negotiations with producers and shippers; Tidewater Pipe Co.; National
Transit Co.; natural gas business.

Bradford and Titusville, PA, and Buffalo and New York, NY. Pipeline
management; United Pipe Lines; American Transfer Co.; negotiations with
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Osborn, T. L., 1885. Cleveland, OH. Job applicant.
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Superior Oil Company, 1881. Price circular.
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