

Making Choices

Readings in Economics

Edited by Ray Notgrass and John Notgrass
with Bethany Poore



Making Choices
Edited by Ray Notgrass and John Notgrass
with Bethany Poore

ISBN 978-1-60999-095-4

Except where noted, the documents in this collection are in the public domain.
Editorial comments and design are copyright © 2016 Notgrass Company.
All rights reserved.

All product names, brands, and other trademarks mentioned or pictured
in this book are used for educational purposes only.
No association with or endorsement by the owners of the trademarks is intended.
Each trademark remains the property of its respective owner.

Cover and interior design by Mary Evelyn McCurdy

Printed in the United States of America

Notgrass Company
975 Roaring River Road
Gainesboro, TN 38562

1-800-211-8793
www.notgrass.com

Table of Contents

Introduction	iii
“I, Pencil” by Leonard Read (1958).....	1
<i>The Wealth of Nations</i> (excerpt) by Adam Smith (1776)	7
“Socialism, Capitalism, and the Bible” by Ronald H. Nash (1985).....	16
Precepts of Ptah-Hotep (Egyptian, c. 2000 BC)	23
“A Model of Christian Charity” (excerpt) by John Winthrop (1630)	25
“The Use of Money” (excerpt) by John Wesley (1744).....	26
Letter 4 of the Letters from a Farmer in Pennsylvania by John Dickinson (1768)	34
Letters to John P. Nicholson by Sam Watkins (1882)	37
“Free to Choose: A Conversation with Milton Friedman” (2006).....	39
Letter to Eli Whitney Sr. by Eli Whitney Jr. (1793).....	48
Letter to Eli Whitney Jr. by Thomas Jefferson (1793).....	51
Letters to Theodore and Martha Roosevelt by Theodore Roosevelt Jr. (1876-1878)	52
“The Market and Human Values” by John Davenport (1975).....	55
Interview with Soviet Refugee	
by the Harvard Project on the Soviet Social System (1950s).....	62
<i>Principles of Economics</i> (excerpt) by Alfred Marshall (1890)	66
“Finance and Society” by Janet Yellen (2015).....	72
“The Candlemakers’ Petition” by Frederic Bastiat (1845).....	78
U.S. Customs and Border Protection (2016).....	82
“Market Entrepreneurs: Building Empires of Service” by Burton W. Folsom Jr. (1997)..	85
“What Makes for Success?” by Kemmons Wilson (1997)	94
“Lilian’s Business Venture” by Lucy Maud Montgomery (1900)	98
<i>Mind Amongst the Spindles</i> (excerpt) by Harriet Martineau (1844)	102
“Labor Unions in a Free Market” by Ernest van den Haag (1979)	106
<i>My Life and Work</i> (excerpt) by Henry Ford (1922)	116
<i>Random Reminiscences of Men and Events</i> (excerpt) by John D. Rockefeller (1909)	120

Program for Economic Recovery by Ronald Reagan (1981)	123
“The Legitimate Role of Government in a Free Society” by Walter E. Williams (2000)...	133
US Foods IPO by Intercontinental Exchange (2016)	139
“Poverty and Wealth” by Ella Wheeler Wilcox (c. 1883).....	141
“Will We Heal with Living Water or Snake Oil?” by Eric Potter (2016).....	142
“Security in Your Old Age” by Social Security Board (1936).....	146
“How Detroit’s Automakers Went from Kings of the Road to Roadkill” by Joseph B. White (2009)	149
“Ecology and the Economy: The Problems of Coexistence” by James L. Buckley (1980)	158
“The Rules of the Game and Economic Recovery” by Amity Shlaes (2010)	170
Speech on the Economic Bailout Proposal by George W. Bush (2008).....	177
“What Makes for Success?” by Dave Thomas (1996).....	182
“The Art of Money Getting” by P. T. Barnum (1880).....	196
“The Wanamaker Name” by Philip Ryken (1995).....	204
 Image Credits.....	 208

Introduction

Making Choices is a compilation of historic documents, speeches, essays, and other writings, all of which further our understanding of economics. We created it for students to use in conjunction with the text *Exploring Economics*. The student who is using that text will find these readings assigned at the end of the appropriate lessons.

The order of the documents reflects the order in which they are assigned in *Exploring Economics*. The purpose of this collection is to give the reader handy access to significant original documents and to highlight the experience, opinions, and ideas of others so that the reader can develop his or her own informed thinking about economics. We have used excerpts of some documents, indicated by ellipses.

You might not agree with all of the opinions presented in this collection. The same is true for us. Notgrass History does not endorse every person or idea included in this volume. The authors of these readings, as do all people, have differing opinions about economics, the way people should use money, appropriate decisions in business, and many other topics. It is a good exercise to read material that challenges your thinking and helps you clarify what you believe, even if you do not agree with the author. Sometimes you may come to realize that your outlook and opinions need to change.

Economics is not merely a group of theories and numbers, stuck on paper or locked in big bank buildings. Economics happens when you (and people across the globe) earn money, give to a church and charities, choose where to shop and what to buy, prepare for a career, save and invest money, run a business, comply with government rules, pay taxes—in other words, when you are living life. Understanding economics is well worth your time. You will benefit yourself, your future family, and the local and global economy. Most importantly, you will be a better steward of God’s resources that He has entrusted to your care.

Ray Notgrass

Free to Choose: A Conversation with Milton Friedman

(2006)

Milton Friedman (1912-2006) received a doctorate from Columbia University in 1946. He taught at the University of Chicago and later worked with the Hoover Institution at Stanford University. Friedman received the Nobel Prize in Economics in 1976. Dr. Friedman and his wife, Rose (also an economist), published Free to Choose, a defense and explanation of free-market ideas, in 1980. A ten-part PBS series by the same title featuring the Friedmans also aired that year. One of his main areas of study was the influence of monetary policy on the economy. He discussed this and other issues in this interview with Hillsdale College president Larry Arnn a few months before Friedman's death.

LARRY ARNN: In *Free to Choose*, in the chapter on “The Tyranny of Controls,” you argue that protectionism and government intervention in general breed conflict and that free markets breed cooperation. How do you reconcile this statement with the fact that we think of free markets as being competitive?

MILTON FRIEDMAN: They are competitive, but they are competitive over a broad range. The question is, how do you make money in a free market? You only make money if you can provide someone with something he or she is willing to pay for. You can't make money any other way. Therefore, in order to make money, you have to promote cooperation. You have to do something that your customer wants you to do. You don't do it because he orders you to. You don't do it because he threatens to hit you over the head if you don't. You do it because you offer him a better deal than he can get anywhere else. Now that's promoting cooperation. But there are other people who are trying to sell to him, too. They're your competitors. So there is competition among sellers, but cooperation between sellers and buyers.

Milton Friedman



LA: In the chapter on “The Tyranny of Controls,” you seem gloomy about the prospects for India. Why?

MF: I was in India in 1955 on behalf of the American government to serve as an economic adviser to the minister of finance. I concluded then that India had tremendous potential, but none of it was being achieved. That fact underlies the passage you are referring to in *Free to Choose*. Remember, *Free to Choose* aired in January 1980, and as of that time there had been no progress in India. The population had grown, but the standard of living was as low as it had been in 1955. Now, in the past ten or fifteen years, there has been movement in India, and maybe those hidden potentials I saw in 1955 will finally be achieved. But, there is still great uncertainty there.

LA: In that same chapter, you wrote the following about China: “Letting the genie of . . . initiative out of the bottle even to this limited extent will give rise to political problems that, sooner or later, are likely to produce a reaction toward greater authoritarianism. The opposite outcome, the collapse of communism and its replacement by a market system, seems far less likely.” What do you think about that statement today?

Shopping Mall in Chungdu, China (2010)



MF: I’m much more optimistic about China today than I was then. China has made great progress since that time. It certainly has not achieved complete political freedom, but it has come closer. It certainly has a great deal more economic freedom. I visited China for the first time in 1980 right after the publication of *Free to Choose*. I had been invited by the government to lecture on how to stop inflation, among other things. China at that time was in a pretty poor state. The hotel we stayed in showed every sign of being run by a communist regime. We returned to China twice, and each time, the changes were tremendous. In 1980, everybody was wearing the dull and drab Mao costume; there were bicycles all over the place and very few cars. Eight years later, we started to see some color in the clothes, there were things available for sale that hadn’t been available before, and free markets were breaking out all over the place. China has continued to grow at

a dramatic rate. But in the section of *Free to Choose* you refer to, I talked about the political conflict that was coming—and that broke out in Tiananmen Square. The final outcome in China will not be decided until there is a showdown between the political tyranny on the one hand and economic freedom on the other—they cannot coexist.

LA: Let me ask you about demographic trends. Columnist Mark Steyn writes that in ten years, 40 percent of young men in the world are going to be living in oppressed Muslim countries. What do you think the effect of that is going to be?

MF: What happens will depend on whether we succeed in bringing some element of greater economic freedom to those Muslim countries. Just as India in 1955 had great but unrealized potential, I think the Middle East is in a similar situation today. In part this is because of the curse of oil. Oil has been a blessing from one point of view, but a curse from another. Almost every country in the Middle East that is rich in oil is a despotism.

LA: Why do you think that is so?

MF: One reason, and one reason only—the oil is owned by the governments in question. If that oil were privately owned and thus someone’s private property, the political outcome would be freedom rather than tyranny. This is why I believe the first step following the 2003 invasion of Iraq should have been the privatization of the oil fields. If the government had given every individual over 21 years of age equal shares in a corporation that had the right and responsibility to make appropriate arrangements with foreign oil companies for the purpose of discovering and developing Iraq’s oil reserves, the oil income would have flowed in the form of dividends to the people—the shareholders—rather than into government coffers. This would have provided an income to the whole people of Iraq and thereby prevented the current disputes over oil between the Sunnis, Shiites and Kurds, because oil income would have been distributed on an individual rather than a group basis.

LA: Many Middle Eastern societies have a kind of tribal or theocratic basis and long-held habits of despotic rule that make it difficult to establish a system of contract between strangers. Is it your view that the introduction of free markets in such places could overcome those obstacles?

MF: Eventually, yes. I think that nothing is so important for freedom as recognizing in the law each individual’s natural right to property, and giving individuals a sense that they own something that they’re responsible for, that they have control over, and that they can dispose of.

LA: Is there an area here in the United States in which we have not been as aggressive as we should in promoting property rights and free markets?

MF: Yes, in the field of medical care. We have a socialist-communist system of distributing medical care. Instead of letting people hire their own physicians and pay them, no one pays his or her own medical bills. Instead, there’s a third party payment system. It is a communist system and it has a communist result. Despite this, we’ve had numerous

miracles in medical science. From the discovery of penicillin, to new surgical techniques, to MRIs and CAT scans, the last 30 or 40 years have been a period of miraculous change in medical science. On the other hand, we've seen costs skyrocket. Nobody is happy: physicians don't like it, patients don't like it. Why? Because none of them are responsible for themselves. You no longer have a situation in which a patient chooses a physician, receives a service, gets charged, and pays for it. There is no direct relation between the patient and the physician. The physician is an employee of an insurance company or an employee of the government. Today, a third party pays the bills. As a result, no one who visits the doctor asks what the charge is going to be—somebody else is going to take care of that. The end result is third party payment and, worst of all, third party treatment.

LA: Following the recent expansion in prescription drug benefits and Medicare, what hope is there for a return to the free market in medical care?

MF: It does seem that markets are on the defensive, but there is hope. The expansion of drug benefits was accompanied by the introduction of health savings accounts—HSAs.

That's the one hopeful sign in the medical area, because it's a step in the direction of making people responsible for themselves and for their own care. No one spends somebody else's money as carefully as he spends his own.

LA: On the subject of Social Security, let me read to you a passage from *Free to Choose*: "As we have gone through the literature on Social Security, we have been shocked at the arguments that have been used to defend the program. Individuals who would not lie to their children, their friends, their colleagues, whom all of us would trust implicitly in

the most important personal dealings, have propagated a false view of Social Security. Their intelligence and exposure to contrary views make it hard to believe that they have done so unintentionally and innocently. Apparently they have regarded themselves as an elite group within society that knows what is good for other people better than those people do for themselves." What do you think of these words today?

MF: I stick by every word there. But there has been progress since then. Let me explain: *Free to Choose* was produced and shown on television for the first time in January 1980. President Reagan was elected in November 1980. To get a clear picture of what has happened since the publication of *Free to Choose*, we really need to look at what happened before and after the election of Ronald Reagan. Before Reagan, non-defense government

Social Security Headquarters in Woodlawn, Maryland



spending—on the federal, state and local levels—as a percentage of national income was rising rapidly. Between the early 1950s and 1980, we were in a period of what I would call galloping socialism that showed no signs of slowing. Following the election of Ronald Reagan, there was an abrupt and immediate halt to this expansion of government. But even under Reagan, government spending as a percentage of national income didn't come down: It has held constant from that time to now. Although the early years of the current Bush presidency did see spending increases, national income has risen, too. We have achieved some success at our first task: stopping the growth of government. The second task is to shrink government spending and make government smaller. We haven't done that yet, but we are making some progress. I should also mention as a cautionary tale that, prior to Reagan, the number of pages in the Federal Register was on the rise, but Reagan succeeded in reducing this number substantially. However, once Reagan was out of office, the number of pages in the Register began to rise even more quickly. We have not really succeeded in that area.

There have been real changes in our society since *Free to Choose* was published. I'm not attributing them to *Free to Choose*—I'm not saying that's the reason—but in general, there has been a complete change in public opinion. This change is probably due as much to the collapse of the Soviet Union as it is to what Friedrich Hayek or Milton Friedman or somebody else wrote. Socialism used to mean the ownership and operation of the means of production, but nobody gives it that meaning today. There is no country in the world attempting to be socialist in that sense except North Korea. And perhaps Russia is moving

The monument titled "Socialist Revolution and Socialist Construction" was constructed in the North Korean capitol of Pyongyang in 1972.



in that direction. Conversely, opinion has not shifted far enough in terms of the dangers of big government and the deleterious effects it can have, and that's where we're facing future problems. This clarifies the task facing institutions such as Hillsdale College: We must make clear that the only reason we have our freedom is because government is so inefficient. If the government were efficient in spending the approximately 40 percent of our income that it currently manages, we would enjoy less freedom than we do today.

LA: In *Free to Choose* you discuss Abraham Lincoln's "House Divided" speech, which you relate to the great task that the American people face. Like Lincoln, you argue that a house divided against itself cannot stand: America is going to be a government intervention country or it's going to be a free market country, but it cannot continue indefinitely as a mixture of both. Do you still believe that?

MF: Yes, I very much believe that, and I believe that we've been making some headway since *Free to Choose* appeared. However, even though it is real headway compared to what was happening before, we are mostly holding ground.

LA: What do you think are the major factors behind the economic growth we have experienced since the publication of *Free to Choose*?

MF: Economic growth since that time has been phenomenal, which has very little to do with most of what we've been talking about in terms of the conflict between government and private enterprise. It has much more to do with the technical problem of establishing sound monetary policy. The economic situation during the past 20 years has been unprecedented in the history of the world. You will find no other 20-year period in which prices have been as stable—relatively speaking—in which there has been as little variability in price levels, in which inflation has been so well-controlled, and in which output has gone up as regularly. You hear all this talk about economic difficulties, when the fact is we are at the absolute peak of prosperity in the history of the world. Never before have so many people had as much as they do today. I believe a large part of that is to be attributed to better monetary policy. The improved policy is a result of the acceptance of the view that inflation is a monetary phenomenon, not a real phenomenon. We have accepted the view that central banks are primarily responsible for maintaining stable prices and nothing else.

LA: Do you think the Great Depression was triggered by bad monetary policy at a crucial moment?

MF: Absolutely. Unfortunately, it is still the case that if you ask people what caused the Great Depression, nine out of ten will probably tell you it was a failure of business. But it's absolutely clear that the Depression was a failure of government and not a failure of business.

LA: You don't think the Smoot-Hawley tariff caused the Depression?

MF: No. I think the Smoot-Hawley tariff was a bad law. I think it did harm. But the Smoot-Hawley tariff by itself would not have made one quarter of the labor force

unemployed. However, reducing the quantity of money by one third did make a quarter of the labor force unemployed. When I graduated from undergraduate college in 1932, I was baffled by the fact that there were idle machines and idle men and you couldn't get them together. Those men wanted to cooperate; they wanted to work; they wanted to produce what they wore; and they wanted to produce the food they ate. Yet something had gone wrong: The government was mismanaging the money supply.

LA: Do you think our government has learned its lesson about how to manage the money supply?

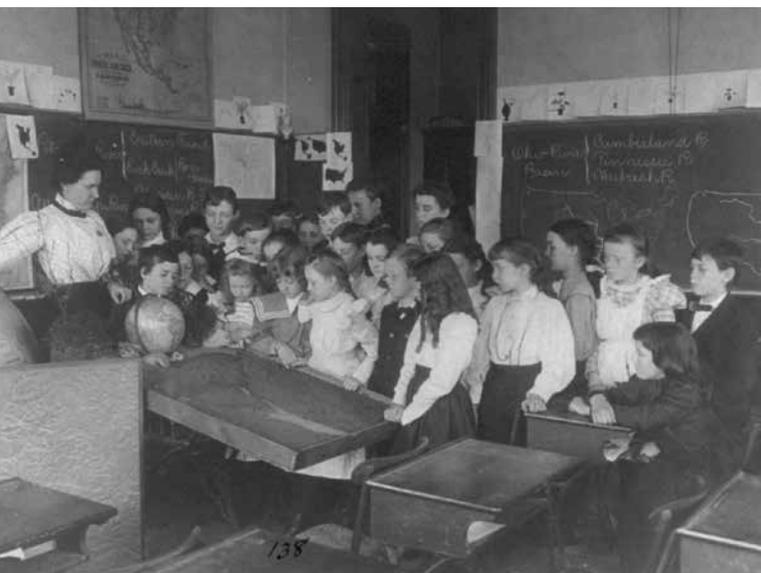
MF: I think that the lesson has been learned, but I don't think it will last forever. Sooner or later, government will want to raise funds without imposing taxes. It will want to spend money it does not have. So I hesitate to join those who are predicting two percent inflation for the next 20 years. The temptation for government to lay its hands on that money is going to be very hard to resist. The fundamental problem is that you shouldn't have an institution such as the Federal Reserve, which depends for its success on the abilities of its chairman. My first preference would be to abolish the Federal Reserve, but that's not going to happen.

LA: I want to talk now about education and especially about vouchers, because I know they are dear to your heart. Why do you think teachers unions oppose vouchers?

MF: The president of the National Education Association was once asked when his union was going to do something about students. He replied that when the students became members of the union, the union would take care of them. And that was a correct answer. Why? His responsibility as president of the NEA was to serve the members of his union, not to serve public purposes. I give him credit: The trade union has been very effective in serving its members. However, in the process, they've destroyed American education. But you see, education isn't the union's function. It's our fault for allowing the union to pursue its agenda. Consider this fact: There are two areas in the United States that suffer from the same disease—education is one and health care is the other. They both suffer from the disease that takes a system that should be bottom-up and converts it into a system that is top-down. Education is a simple case. It isn't the public purpose to build brick schools and have students taught there. The public purpose is to



Senator Smoot and Representative Hawley on the steps of the United States Capitol address a large gathering who presented petitions for tax reductions



*Geography class in a Washington, D.C. school
(c. 1899)*

provide education. Think of it this way: If you want to subsidize the production of a product, there are two ways you can do it. You can subsidize the producer or you can subsidize the consumer. In education, we subsidize the producer—the school. If you subsidize the student instead—the consumer—you will have competition. The student could choose the school he attends and that would force schools to improve and to meet the demands of their students.

LA: Although you discuss many policy issues in *Free to Choose*, you have turned much of your attention to education, and to vouchers as a method of education reform. Why is that your focus?

MF: I don't see how we can maintain a decent society if we have a world split into haves and have-nots, with the haves subsidizing the have-nots. In our current educational system, close to 30 percent of the youngsters who start high school never finish. They are condemned to low-income jobs. They are condemned to a situation in which they are going to be at the bottom. That leads in turn to a divisive society; it leads to a stratified society rather than one of general cooperation and general understanding. The effective literacy rate in the United States today is almost surely less than it was 100 years ago. Before government had any involvement in education, the majority of youngsters were schooled, literate, and able to learn. It is a disgrace that in a country like the United States, 30 percent of youngsters never graduate from high school. And I haven't even mentioned those who drop out in elementary school. It's a disgrace that there are so many people who can't read and write. It's hard for me to see how we can continue to maintain a decent and free society if a large subsection of that society is condemned to poverty and to handouts.

LA: Do you think the voucher campaign is going well?

MF: No. I think it's going much too slowly. What success we have had is almost entirely in the area of income-limited vouchers. There are two kinds of vouchers: One is a charity voucher that is limited to people below a certain income level. The other is an education voucher, which, if you think of vouchers as a way of transforming the educational industry, is available to everybody. How can we make vouchers available to everybody? First, education ought to be a state and local matter, not a federal matter. The 1994 Contract with America called for the elimination of the Department of Education.

Since then, the budget for the Department of Education has tripled. This trend must be reversed. Next, education ought to be a parental matter. The responsibility for educating children is with parents. But in order to make it a parental matter, we must have a situation in which parents are free to choose the schools their children attend. They aren't free to do that now. Today the schools pick the children. Children are assigned to schools by geography—by where they live. By contrast, I would argue that if the government is going to spend money on education, the money ought to travel with the children. The objective of such an expenditure ought to be educated children, not beautiful buildings. The way to accomplish this is to have a universal voucher. As I said in 1955, we should take the amount of money that we're now spending on education, divide it by the number of children, and give that amount of money to each parent. After all, that's what we're spending now, so we might as well let parents spend it in the form of vouchers.

LA: I have one more question for you. You describe a society in which people look after themselves because they know the most about themselves, and they will flourish if you let them. You, however, are a crusader for the rights of others. For example, you say in *Free to Choose*—and it's a very powerful statement—a tiny minority is what matters. So is it one of the weaknesses of the free market that it requires certain extremely talented and disinterested people who can defend it?

MF: No, that's not right. The self-interest of the kind of people you just described is promoting public policy. That's what they're interested in doing. For example, what was my self-interest in economics? My self-interest to begin with was to understand the real mystery and puzzle that was the Great Depression. My self-interest was to try to understand why that happened, and that's what I enjoyed doing—that was my self-interest. Out of that I grew to learn some things—to have some knowledge. Following that, my self-interest was to see that other people understood the same things and took appropriate action.

LA: Do you define self-interest as what the individual wants?

MF: Yes, self-interest is what the individual wants. Mother Teresa, to take one example, operated on a completely self-interested basis. Self-interest does not mean narrow self-interest. Self-interest does not mean monetary self-interest. Self-interest means pursuing those things that are valuable to you but which you can also persuade others to value. Such things very often go beyond immediate material interest.

LA: Does that mean self-interest is a synonym for self-sacrifice?

MF: If you want to see how pervasive this sort of self-interest is that I'm describing, look at the enormous amount of money contributed after Hurricane Katrina. That was a tremendous display of self-interest: The self-interest of people in that case was to help others. Self-interest, rightly understood, works for the benefit of society as a whole.

Reprinted by permission from Imprimis, the national speech digest of Hillsdale College, www.hillsdale.edu.

Letter to Eli Whitney Sr.

Eli Whitney Jr. (1793)

Eli Whitney was born in 1765. He worked in his father's nail manufacturing workshop during the Revolutionary War. Whitney graduated from Yale in 1792. He went south and ended up at the plantation of Catharine Greene, widow of Revolutionary War general Nathanael Greene.

Eli Whitney to Eli Whitney, Senr

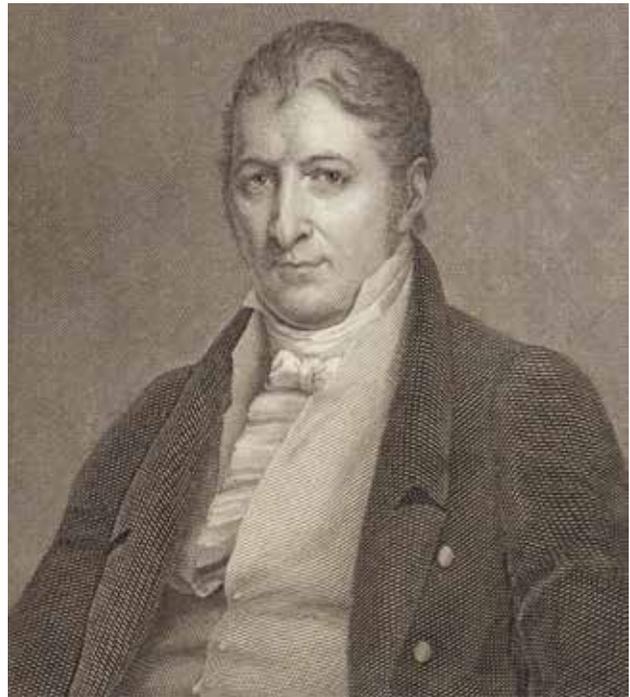
New Haven, Sept. 11th, 1793.

Dear Parent,

I received your letter of the 16th of August with peculiar satisfaction and delight. It gave me no small pleasure to hear of your health and was very happy to be informed that your health and that of the family has been so good since I saw you. I have fortunately just heard from you by Mr. Robbinson who says you were well when he left Westboro sooner than I now fear will be in my power. I presume, sir, you are desirous to hear how I have spent my time since I left College. This I conceive you have a right to know and that it is my duty to inform you and should have done it before this time; but I thought I could do it better by verbal communication than by writing, and expecting to see you soon, I omitted it. As I now have a safe and direct opportunity to send by Mr. Robbinson, I will give you a summary account of my southern expedition.

I went from N. York with the family of the late Major General Greene to Georgia. I went immediately with the family to their Plantation about twelve miles from Savannah with an expectation of spending four or five days and then proceed into Carolina to take the school as I have mentioned in former letters. During this time I heard much said of the extreme difficulty in ginning Cotton, that is, separating it from its seeds. There were a number of very respectable Gentlemen at Mrs. Greene's who all agreed that if a machine could be invented which would clean the cotton with expedition, it would be a great thing both to the Country and to the inventor. I involuntarily happened to be thinking on the subject and struck out a plan of a Machine in my mind, which I communicated to Miller, (who is agent to the Executors of Genl. Greene and resides in the family, a man of respectability and property) he was pleased with the Plan and said if I would pursue it and try an experiment to see if it would answer, he would be at the whole expense, I should loose nothing but my time, and if I succeeded we would share the profits. Previous to this I found I was like[ly] to be disappointed in my school, that is, instead of a hundred, I found I could get only fifty Guineas a year. I however held the refusal of the school untill I tried some experiments. In about ten Days I made a little model, for

which I was offered, if I would give up all right and title to it, a Hundred Guineas. I concluded to relinquish my school and turn my attention to perfecting the Machine. I made one before I came away which required the labor of one man to turn it and with which one man will clean ten times as much cotton as he can in any other way before known and also cleanse it much better than in the usual mode. This machine may be turned by water or with a horse, with the greatest ease, and one man and a horse will do more than fifty men with the old machine. It makes the labor fifty times less, without throwing any class of People out of business.



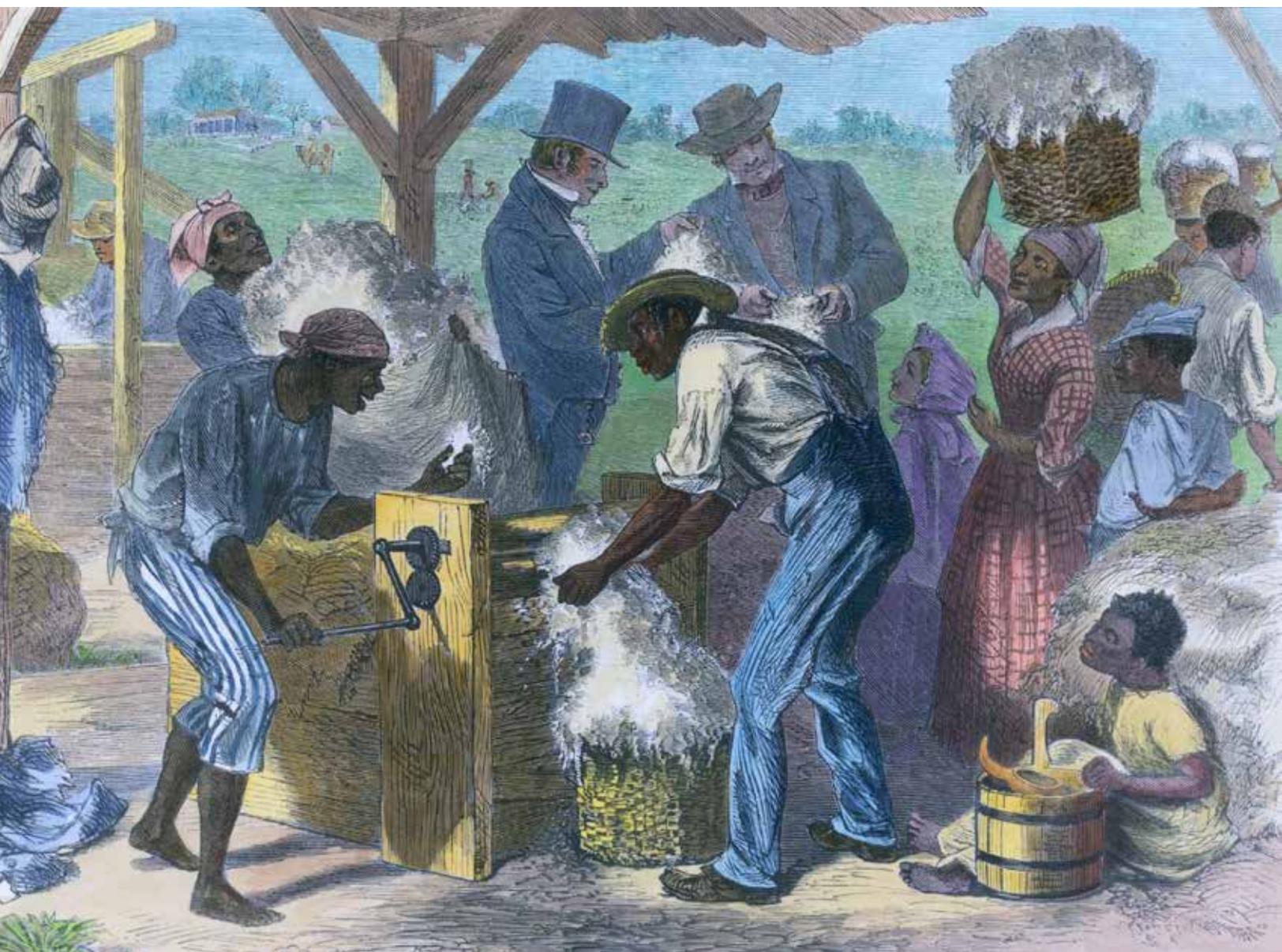
Eli Whitney

I returned to the Northward for the purpose of having a machine made on a large scale and obtaining a patent for the invention. I went to Philadelphia soon after I arrived, made myself acquainted with the steps necessary to obtain a Patent, took several of the steps with Secretary of State Mr. Jefferson agreed to send the Patent to me as soon as it could be made out—so that I apprehended no difficulty in obtaining the Patent—Since I have been here I have employed several workmen in making machines and as soon as my business is such that I can leave it a few days, I shall come to Westboro'. I think it is probable I shall go to Philadelphia again before I come to Westboro', and when I do come I shall be able to stay but few days. I am certain I can obtain a patent in England. As soon as I have got a Patent in America, I shall go with the machine which I am not making, to Georgia, where I shall stay a few weeks to see it at work. From thence I expect to go to England, where I shall probably continue two or three years. How advantageous this business will eventually prove to me, I cannot say. It is generally said by those who know anything about it, that I shall make a Fortune by it. I have not expectation that I shall make an independent fortune by it, but think I had better pursue it than any other business into which I can enter. Something which cannot be foreseen may frustrate my expectations and defeat my Plan; but I am now so sure of success that ten thousand dollars, if I saw the money counted out to me, would not tempt me to give up my right and relinquish the object. I wish you, sir, not to show this letter not communicate anything of its contents to any body except My Brothers and Sister, *enjoining* it on them to keep the whole a *profound secret*.

Mr. Robinson came into town yesterday and goes out tomorrow, this has been such a bustling time that I have not had opportunity to say six words to him. I have told him nothing of my business—perhaps he will hear something about it from some body else in town. But only two or three of my friends know what I am about tho' there are many surmises in town—if Mr. Robinson says anything about it, you can tell him I wrote you concerning it, but wished not to have it mentioned. I have been considerably out of health since I wrote you last; but now feel tolerably well. I should write to my Brothers and Sister but fear I shall not have time—hope they will accept my good wishes for their happiness and excuse me.

With respects to Mama I am,
kind Parent, your most obt. Son
Eli Whitney, Junr.

Illustration of slaves using the first cotton gin from Harper's Weekly (1869)



Letter to Eli Whitney Jr.

Thomas Jefferson (1793)

Thomas Jefferson served as Secretary of State under President George Washington. He was also appointed to the board of the U.S. patent office, created in 1790. After receiving Eli Whitney's patent application, Jefferson replied with this letter that mixes official business with personal inquiries about the cotton gin.

Germantown Nov. 16, 1793

Sir

Your favor of October 15, inclosing a drawing of your cotton gin, was received on the 6th inst. The only requisite of the law now uncomplied with is the forwarding a model which being received your patent may be made out and delivered to your order immediately.

As the State of Virginia, of which I am, carries on household manufactures of cotton to a great extent, as I also do myself, and one of our great embarrassments is the cleaning the cotton of the seed, I feel considerable interest in the success of your invention for family use. Permit me therefore to ask information from you on these points, has the machine been thoroughly tried to the ginning of cotton, or is it as yet but a machine of theory? What quantity of cotton has it cleaned on an average of several days & worked by hand & by how many hands? What will be the cost of one of them made to be worked by hand? Favorable answers to these questions would induce me to engage one of them to be forwarded to Richmond for me. Wishing to hear from you on the subject, I am Sir

You most obedt servt

Thomas Jefferson

P.S. is this the machine advertised the last year by Pearce at the Patterson Manufactory?*

Mr. Eli Whitney. Connecticut. New Haven.

In March 1794, Whitney brought the requested model to Jefferson for a demonstration and obtained his patent. At first Whitney and his business partner Phineas Miller did not want to sell the machines. They offered to rent their use to plantation owners who would pay in cotton. Other people entered the market by building and selling competing cotton gins. Whitney spent the next ten years dealing with legal disputes with other gin manufacturers. These efforts largely failed, and Whitney himself never profited from the invention.

* William Pearce was a British mechanic working in the United States who had also developed a device for ginning cotton.

Letters to Theodore and Martha Roosevelt

Theodore Roosevelt Jr. (1876-1878)

Theodore Roosevelt entered Harvard College in September 1876, one month before his 18th birthday. It was the first time he had been away from his family. While he was at school, Roosevelt exchanged many letters with his parents and siblings. He wrote this letter in reply to his father a few weeks after he left home to attend Harvard.

Cambridge, October 22, 1876

Dearest Father Your letter with the slip of paper containing an account of your speech has only just come to hand. Was not Mr Cuders letter ever so kind? I have also received a letter from Uncle Jimmie Bulloch, which was so sweet and touching that it really almost made me feel like crying. I enclose it to you. I have appreciated greatly the numbers of letters I have received from home and have appreciated still more their contents. I do not think there is a fellow in College who has a family that love him as much as you all do me, and I am sure that there is no one who has a Father who is also his best and most



Theodore Roosevelt Jr.

intimate friend, as you are mine. I have kept the first letter you wrote me and shall do my best to deserve your trust. I do not find it nearly so hard as I expected not to drink and smoke, many of the fellows backing me up. For example, out of the eleven other boys at the table where I am, no less than seven do not smoke and four drink nothing stronger than beer.

I wish you would send in a petition for me to attend the Congregational church here. I do not intend to wait until Christmas before taking a mission class, but shall go into some such work as soon as I get settled at the Church.

My expenses have been very heavy hitherto, with paying my room rent in advance, buying my clothing, etc., but at the worst I will not have to draw upon you till about Christmas time, and I may not have to do it then.

With best love to all I am,
Your Loving Son

P.S. Send back Uncle Jimmie's letter when you have finished.

The younger Roosevelt sent this letter to his father the next spring.

Forest Hills, Massachusetts, April 15, 1877

Darling Father, I am spending my Easter vacation with the Minots, who with their usual kindness asked me to do so. I did not go home for I knew I would never be able to study there. I have been working pretty steadily, having finished during the last five days the first book of Horace, the sixth book of Homer, and the Apology of Socrates. In the afternoon some of the boys usually came out to see me, and we spent that time in the open air, and on Saturday evening I went to a party, but during the rest of the time I have worked pretty faithfully. I spent today, Sunday, with the Welds, and went to their church where, although it was a Unitarian church, I heard a really remarkably good sermon about the attributes of a Christian. Minot Weld takes a great interest in farming, and his livestock were really very interesting.



Martha and Theodore Roosevelt

I have enjoyed all your letters very much, and my conscience reproaches me greatly for not writing you before, but as you may imagine I have had to study pretty hard to make up for lost time, and a letter with me is quite a serious work.

Your Loving Son

Theodore Roosevelt Sr. died in February of 1878, and the younger Theodore wrote these next two letters to his mother that year. In the first, he quotes from that first letter he received from his father while at school.

Cambridge, March 24, 1878

Darling Motherling, I am writing to you today before I go to church; it is a lovely mild morning outside, but not very clear. We have had very bad weather lately, and I have been more fortunate than most of the boys in escaping without catching cold. I have just been looking over a letter of my dear Father's in which he wrote me "Take care of your morals first, your health next and finally your studies." I do not think I ever could do anything wrong while I have his letters; but it seems very sad never to write to him.

I had a three hour examination yesterday; of course I do not yet know what mark I got in it. I shall be home two weeks from next Friday. Give my best love to Bamie and Pussie.*

Your Loving Son

P.S. This bill is all right; I have already paid my bill, which was different. This was your Xmas present to me.

* *Theodore's sisters Anna and Corinne*

Cambridge, October 8, 1878

Darling, Beloved, Little Motherling, I have just loved your dear, funny pathetic little letter; and I am now going to write you the longest letter I ever write and if it is still rather short, you must recollect that it takes Teddy boy a long time to write.

I have enjoyed Charlie's being here extremely, and I think I have been of some service to him. We always go to prayers together. For his own sake I have not been much with him in the daytime, after the first one or two days; but every evening we spend a good part of the time together, in my room or his. His room, by the way, is very homelike and tasteful; but of course it is not yet as cosy as mine is. He is just the same honest, good old fellow as ever, and, unless I am very much mistaken, is going to make a thorough success in every way of college.

My studies do not come very well this year, as I have to work nearly as hard on Saturday as on any other day that is, seven or eight hours. Some of them are extremely interesting, however; especially Political Economy and Metaphysics. These are both rather hard, requiring a good deal of work, but they are even more interesting than my Natural History courses; and all the more so, from the fact that I radically disagree on many points with the men whose books we are reading (Mill and Ferrier). One of my zoological courses is rather dry; but the other I like very much, though it necessitates ten or twelve hours work a week. My German is not very interesting, but I expect my Italian will be when I get farther on.

For exercise I have hitherto relied chiefly on walking, but today I have regularly begun sparring. I have practised a good deal with my rifle, walking to and from the range which is nearly three miles off; my scores have been fair, although not very good. Funnily enough, I have enjoyed quite a burst of popularity since I came back, having been elected into several different clubs.

My own friends have as usual been perfect trumps, and I have been asked to spend Sunday with at least half a dozen of them. Next Saturday Dick Saltonstall is going to drive me over in his tilbury to call on Miss Bessie Whitney; but I shall have to come back to Cambridge to spend Sunday, owing to several reasons Sunday school, etc. But I shall probably spend the following Sunday with him and the Sunday after that I shall probably be with you all.

I indulged in a luxury the other day, buying the "Library of British Poets," and I like my purchase very much; but I have been so busy that I have hardly had time to read it yet. I shall really have to have a new bookcase, for I have nowhere to put all my books. I have not seen Miss Jeannie Hooper yet, but I am going to call on her tomorrow or the day after. We have had quite a cold snap, and I have put on my winter flannels, but I may have to take them off soon, if this weather continues. Have my gun sent in town and cleaned; do'n't take the cartridges in yet. With best love to all I am

Your Loving Son

US Foods IPO

Intercontinental Exchange (2016)

A private company that wishes to raise capital may choose to become a public company through an initial public offering (IPO). In an IPO, the company allows investors to purchase shares of stock in the company. US Foods, Inc. is a foodservice distributor headquartered in Rosemont, Illinois. The company employs approximately 25,000 people in more than sixty locations around the country.

NEW YORK—(BUSINESS WIRE)—US Foods Holding Corp. (US Foods), a leading foodservice distributor in the United States, began trading today on the New York Stock Exchange (NYSE) under the ticker symbol “USFD,” after its initial public offering. US Foods raised \$1.02 billion in gross proceeds and is the second U.S. IPO in 2016 to raise over \$1 billion in proceeds, following MGM Growth Properties (NYSE: MGP), which listed in April. GTS is the NYSE Designated Market Maker (DMM) for the company’s shares.

To mark US Foods’ public debut, President and CEO Pietro Satriano, accompanied by members of US Foods’ management committee, rang The Opening Bell® and visited the company’s DMM on the NYSE trading floor to observe the opening of USFD.

The celebration continued outside the NYSE in “Experience Square” with the recreation of a restaurant kitchen beneath the NYSE façade. The nearly 50 foot line was designed to underscore the company’s focus on bringing great food and an easy customer experience to foodservice operators and shine a spotlight on independent restaurants.

US Foods sign on the New York Stock Exchange during the company’s IPO (2016)



“Our strategy of Great Food. Made Easy. is all about addressing and exceeding the needs and expectations of the independent restaurant customer and helping them to grow their business,” said Marshall Warkentin, senior vice president, Marketing, US Foods. “From delivering new, innovative products to offering game-changing technology, US Foods is committed to helping restaurant owners, chefs and foodservice professionals make it in this tough industry.”

Five US Foods independent restaurant customers from different corners of the country were present to serve their signature bite from this one of a kind kitchen. The chefs represented different regions of the country and each cooked up the dish that best represents their restaurant.

The chefs include:

- Cristy Nolton – culinary director, Yeah Burger, Atlanta, GA
- Donna Lee – owner, Brown Bag Seafood, Chicago, IL
- Brian Ellis – executive chef, The Smith, New York, NY
- Taion McElveen – chef, Eschelon Experiences, Raleigh, NC
- Kenneth Danko – chef/owner, Devilicious, Temecula, CA

“We couldn’t imagine celebrating the listing of our company on the NYSE without sharing the spotlight with some of the most passionate restaurant owners and chefs who work tirelessly to deliver amazing dishes to America’s tables,” Warkentin said.

“We’re delighted to welcome US Foods Holding Corp. to the NYSE’s community of esteemed companies,” said Tom Farley, NYSE Group President. “US Foods is a distinguished leader in food distribution, inspiring and empowering its partners to deliver best-in-class dining experiences, as well as offering an array of innovative products including technology and business solutions. We congratulate the US Foods team on its IPO, and we are proud to mark this exciting new chapter for the company and its shareholders.”

Poverty and Wealth

Ella Wheeler Wilcox (c. 1883)

Ella Wheeler (1850-1919) was born in Wisconsin and began writing poetry as a child. After her marriage to Robert Wilcox, the couple lived in New York and Connecticut. Their one son died in infancy.

The stork flew over a town one day,
And back of each wing an infant lay;
One to a rich man's home he brought,
And one he left at a labourer's cot.
The rich man said, 'My son shall be
A lordly ruler o'er land and sea.'
The labourer sighed, "'Tis the good God's will
That I have another mouth to fill.'
The rich man's son grew strong and fair,
And proud with the pride of a millionaire.
His motto in life was, 'Live while you may,'
And he crowded years in a single day.
He bought position and name and place,
And he bought him a wife with a handsome face.
He journeyed over the whole wide world,
But discontent his heart lay curled
Like a serpent hidden in leaves and moss,
And life seemed hollow and gold was dross.
He scoffed at woman, and doubted God,
And died like a beast and went back to the sod.
The son of the labourer tilled the soil,
And thanked God daily for health and toil.
He wedded for love in his youthful prime,
And two lives chorded in tune and time.
His wants were simple, and simple his creed,
To trust God fully: it served his need,
And lightened his labour, and helped him to die
With a smile on his lips and a hope in his eye.
When all is over and all is done,
Now which of these men was the richer one?



Image Credits

Images marked with one of these codes are used with the permission of a Creative Commons Attribution or Attribution-Share Alike License. See the websites listed for details.

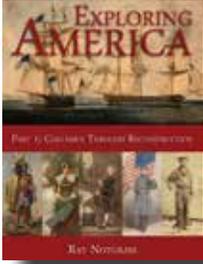
CC-BY-2.0 creativecommons.org/licenses/by/2.0/
CC-BY-3.0 creativecommons.org/licenses/by/3.0/
CC-BY-SA-1.0 creativecommons.org/licenses/by-sa/1.0/
CC-BY-SA-2.5 creativecommons.org/licenses/by-sa/2.5/
CC-BY-SA-3.0 creativecommons.org/licenses/by-sa/3.0/
CC-BY-SA-4.0 creativecommons.org/licenses/by-sa/4.0/

1	windu / Shutterstock.com	74	Allen.G / Shutterstock.com
2	TFoxFoto / Shutterstock.com	77	JSvideos / Shutterstock.com
3	SylvainB / Shutterstock.com	79	HUANG Zheng / Shutterstock.com
4	Northfoto / Shutterstock.com	80	clearviewstock / Shutterstock.com
5	Lee Prince / Shutterstock.com	82	Department of Homeland Security
6	Mega Pixel / Shutterstock.com	83	Department of Homeland Security
8	JASPERIMAGE / Shutterstock.com	85	Library of Congress
10	Milton E Porter / Library of Congress	86	Sheila Fitzgerald / Shutterstock.com
11	Andrew Roland / Shutterstock.com	87	New York Public Library
12	Zvonimir Athletic / Shutterstock.com	88	defotoberg / Shutterstock.com
15	Heartland Arts / Shutterstock.com	89	Library of Congress
16	Susan Montgomery / Shutterstock.com	90	New York Public Library
19	Dimitrina Lavchieva / Shutterstock.com	91	Library of Congress
20	John McGraw / Shutterstock.com	92	Paul Sequeira / NARA
23	FlavoredPixels / Shutterstock.com	93	A.M. Cassandre / Library of Congress
25	Everett Historical / Shutterstock.com	95	dcwcreations / Shutterstock.com
26	Georgios Kollidas / Shutterstock.com	97	ChaiyonS021 / Shutterstock.com
29	Andrey N Bannov / Shutterstock.com	98	Joseph Sohm / Shutterstock.com
31	Ruslan Iefremov / Shutterstock.com	100	Dream79 / Shutterstock.com
32	Syukri Shah / Shutterstock.com	102	edella / Shutterstock.com
36	Library of Congress	103	Library of Congress
37	Public Domain	105	Everett Historical / Shutterstock.com
39	Arturo Espinosa / Flickr / CC-BY-2.0	107	a katz / Shutterstock.com
40	pcrucciatti / Shutterstock.com	108	Karin Hildebrand Lau / Shutterstock.com
42	Mark Van Scyoc / Shutterstock.com	110	EQRoy / Shutterstock.com
43	Mieszko9 / Shutterstock.com	112	Library of Congress
45	Library of Congress	115	Karin Hildebrand Lau / Shutterstock.com
46	Library of Congress	116	Olga Popova / Shutterstock.com
49	Everett Historical / Shutterstock.com	117	Library of Congress
50	Everett Historical / Shutterstock.com	119	James R. Martin / Shutterstock.com
52	Everett Historical / Shutterstock.com	121	Everett Historical / Shutterstock.com
53	National Park Service	122	Library of Congress
56	Sarine Arslanian / Shutterstock.com	123	Joseph Sohm / Shutterstock.com
59	Sorbis / Shutterstock.com	124	Dennis A. Crumrin / Shutterstock.com
60	Jubal Harshaw / Shutterstock.com	127	Matt Ragen / Shutterstock.com
63	Mikhail Pogosov / Shutterstock.com	128	Edwin Verin / Shutterstock.com
64	FSAOWI Collection / Library of Congress	131	Andrew Babble / Shutterstock.com
67	cybercrisi / Shutterstock.com	133	Leena Robinson / Shutterstock.com
69	Theodore Trimmer / Shutterstock.com	134	Goncharenya Tanya / Shutterstock.com
70	balounm / Shutterstock.com	135	DW labs Incorporated / Shutterstock.com
73	Leonard Zhukovsky / Shutterstock.com	137	Library of Congress

- | | | | |
|-----|--|-----|---|
| 138 | Library of Congress | 174 | NARA |
| 139 | Evan El-Amin / Shutterstock.com | 177 | NARA |
| 141 | Wikimedia Commons | 178 | Elizabeth Murphy / Flickr / CC-BY-2.0 |
| 143 | Planar / Shutterstock.com | 180 | Dave Center / Flickr / CC-BY-2.0 |
| 145 | Sanctuary Functional Medicine | 181 | Joyce N. Boghosian / White House |
| 146 | Library of Congress | 182 | Mike Mozart / Flickr / CC-BY-2.0 |
| 149 | Everett Historical / Shutterstock.com | 185 | yoppy / Flickr / CC-BY-2.0 |
| 149 | Everett Historical / Shutterstock.com | 186 | liddybits / Flickr / CC-BY-2.0 |
| 150 | Ivan Cholakov / Shutterstock.com | 189 | Chris / Flickr / CC-BY-2.0 |
| 153 | Library of Congress | 190 | RomanB2011 / Wikimedia Commons |
| 154 | mai111 / Shutterstock.com | 194 | Ginny / Flickr / CC-BY-SA-2.0 |
| 156 | Frank Lodge / NARA | 197 | Library of Congress |
| 159 | PongMoji / Shutterstock.com | 198 | Oldrich / Shutterstock.com |
| 161 | manfredxy / Shutterstock.com | 201 | Library of Congress |
| 162 | rik-shaw (blekky) / Flickr / CC-BY-2.0 | 203 | Oldrich / Shutterstock.com |
| 164 | Joseph Sohm / Shutterstock.com | 203 | Oldrich / Shutterstock.com |
| 166 | Dan McCoy / NARA | 204 | DW labs Incorporated / Shutterstock.com |
| 168 | RIRF Stock / Shutterstock.com | 205 | Everett Historical / Shutterstock.com |
| 170 | txking / Shutterstock.com | 207 | Dmitry Brizhatyuk / Shutterstock.com |
| 173 | Library of Congress | 209 | Everett Collection / Shutterstock.com |



Also Available from Notgrass History

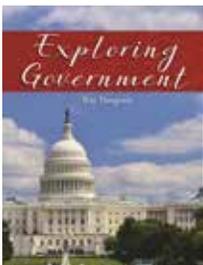
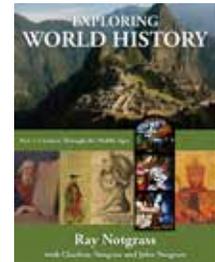


Exploring America by Ray Notgrass

Your child can earn one year of credit in American history, English (literature and composition), and Bible. Engaging history lessons, combined with primary sources, provide a rich understanding of our nation's past. High school.

Exploring World History by Ray Notgrass

Engaging lessons, combined with primary sources, survey history from Creation to the present. Your child can earn one year of credit in world history, English (literature and composition), and Bible. High school.

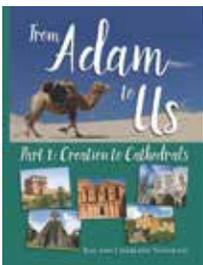
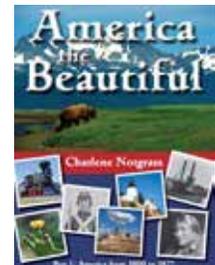


Exploring Government by Ray Notgrass

This one-semester course provides a half-year credit in government and English (literature and composition). Learn about the operations of government and about issues facing our nation today. High school.

America the Beautiful by Charlene Notgrass

This one-year American history, geography, and literature course combines the flexibility and richness of a unit study with the simplicity of a textbook-based approach to history. Engaging, fascinating, and fun. Ages 10-14.

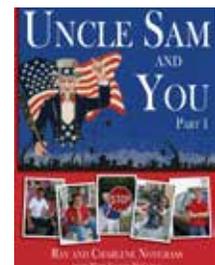


From Adam to Us by Ray and Charlene Notgrass

This one-year world history and literature course combines narrative lessons, full-color photographs, primary sources, literature, and hands-on activities to help the student connect with world history in a personal way. Ages 10-14.

Uncle Sam and You by Ray and Charlene Notgrass

This one-year civics and government course has daily lessons that teach your child about the foundations of American government, the elections process, and how Federal, state, and local governments work. Ages 10-14.



For more information about our resources, call 1-800-211-8793 or visit notgrass.com.