details for 126 of the steel industry executives reveals that only eight were born outside the United States. (In the 19th century volume, 15 out of 66 were foreign-born.) Of the remaining 118, the birthplace of 20 was in or near Pittsburgh, 11 came from the Chicago area, three from Youngstown, and 84 from elsewhere in the nation.

Another feature of interest is the way in which some leading executives have migrated from company to company. Avery Adams, during 40 years in the industry, worked for seven different firms. He began with Trumbull Steel, then went to Republic, which took over his old company. From there, he moved on to Carnegie-Illinois, to Inland, to US Steel and then to Pittsburgh Steel before finishing his career at Jones & Laughlin. Tom Girdler, well-known for his vigorous style and aggressive attitude to New Deal policies, worked for Buffalo Forge, Oliver, Colorado Fuel and Iron, Atlantic, and Jones & Laughlin, and then became chairman and later president of Republic Steel. Ben Fairless, who dominated US Steel in the critical period of World War II and the early postwar years, began at Central Steel Co., then joined Republic when it merged with Central, rising to its executive vice presidency in the 1930s, before moving to Carnegie-Illinois in 1935. In complete contrast, and representing a different philosophy of management, Charles M. Schwab's five successors as chief executive of Bethlehem Steel (Eugene Grace, Arthur Homer, Edmund Martin, Stewart Cort, and Lewis Poy) spent the whole of their working lives — a combined total of 235 years — with that one company.

Bethlehem's 20th century management has contrasted sharply with that of US Steel in at least one other respect. Until the 1980s, top control at Bethlehem was in the hands of steel men who lived in the area of the plant and corporate head offices at Bethlehem, Pa. Ultimate power at US Steel, however, was exercised from New York until the headquarters was moved to Pittsburgh. Much more significant, the chief executives of USS were largely drawn from the worlds of finance or law. For only seven of its first 50 years was it headed by men trained and reared in steel (Schwab and Farrell); over its whole 94-year history, non-steelmen have headed it for 64 years.

There are separate essays dealing with "basing point pricing" and the "Pittsburgh Plus" system. While stressing that the latter policy in particular stirred up resentment among steel consumers distant from the basing point, the encouragement which "phantom freight" provided for growth of steel products in these same areas — the "Judge Gary umbrella" — is not sufficiently emphasized.

The entries dealing with processes and technology are not wholly satisfactory. Those on the open hearth furnace, rolling mills, and the hot strip mill are too short to do justice. The latter in particular inadequately covers a triumph of technical innovation that has been by far the most important change in steel finishing in this century and which was unquestionably a remarkable American achievement in research and development. Though attempts to roll sheet steel continuously at US Steel's mills proved to be a blind alley, attempts in the first decade of the century by C.M. Bray — first at McKeesport, Pa., and later at Mercer, Pa. — deserve mention. The discussion of blast furnace technology fails to recognize that as long as 20 years ago there were furnaces overseas which had already reached a daily production of 10,000 tons of iron. In the discussion of continuous casting, it is recognized that the U.S. industry fell behind some of its leading rivals but there is no adequate consideration of what happened in the 1980s.

The book is illustrated well with black and white photographs, though they are often not particularly good reproductions. Most of the articles have useful lists of publications and references. Where appropriate, the location of the archives of leading individuals is indicated.

It is all too easy for a critic to see loopholes and to carp about any work of scholarship. This reviewer does recognize, however, that the encyclopedia represents a tremendous achievement on the part of both the editor and his authors. They are to be warmly congratulated on a book which for many years to come will be used and enjoyed by all who continue to be fascinated by the great story of the American iron and steel industry.

Thomas Mellon and His Times
Thomas Mellon

by Hax McCullough

J udge Thomas Mellon (1813-1908) was a gifted, resourceful man who looked upon parenthood as a responsibility which gentlemen were to assume and from which they were not to wander. Knowledgeable sons who would become leaders in the community were his goal, and leaders they became. That he chose to record his experiences and judgments as guidelines for the future is very much in character. His wide-ranging, authoritative story of his life and achievements is a unique document of significant value for those interested in the history of Pittsburgh. It may make many rethink what they were taught.

Never one to postpone necessary action, Judge Mellon's superb autobiography was first printed in 1885 by Wm. G. Johnston & Co. exclusively for his family and friends. Since then, only a few have read it and had a chance to learn about this extraordinary man and his considered judgments (not all to our taste today) about work, motivation, frugality, justice, knowledge, religion, travel, and history.

I first read this splendid book in 1969 in an original edition at Mellon Bank's library. I then bought a photographic reproduction in 1970 from the Kraus Reprint Co. But this University of Pittsburgh Press reprint gives us all the opportunity to know this solid, self-made pioneer. The new edition is both handsome and full of riches. Thomas Mellon showed himself as literate, perceptive and dynamic — a man of greatness whose life was patterned with

Hax McCullough is the author of One Hundred Years of Banking, Mellon's Bank centennial history that the bank published in 1969. He writes frequently for Pittsburgh History.
pride after the ideals of Benjamin Franklin. Mellon writes:

It was about my fourteenth year, at a neighbor’s house, when plowing a field we had taken on his farm for buckwheat, that I happened upon a dilapidated copy of the autobiography of Dr. Franklin. It delighted me with a wider view of life and inspired me with new ambition — turned my thoughts into new channels. I had not before imagined any other course of life superior to farming, but the reading of Franklin’s life led me to question this view. For so poor and friendless a boy to be able to become a merchant or a professional man had before seemed an impossibility; but here was Franklin, poorer than myself, who by industry, thrift and frugality had become learned and wise, and elevated to wealth and fame. The maxims of “poor Richard” exactly suited my sentiments. I read the book again and again, and wondered if I might not do something in the same line by similar means. I had will and energy equal to the occasion and could exercise the same degree of industry and perseverance.

Judge Mellon had respect for his ancestors and family and wrote for unborn descendants he hoped would learn from him about the good that comes from hard work. To Thomas Mellon, “industry and thrift with reasonable judgment to guide, will always prevail.” Doing Franklin’s “a penny saved is a penny earned” philosophy one better, he writes, “The disability to retain is as bad as the want of ability to acquire.” Money was to be earned for what it could do and so that funds would be available when needed. “The best aim of the professional man is ... the acquisition of means for a livelihood and ultimate independence through fair and honorable professional industry.” With this in mind, Mellon was very successful as an entrepreneur and as a student, Latin teacher, attorney, judge and bank founder. He knew how to make money and how to make it grow. He did so with fairness to all concerned and with the integrity for which he became known. To Thomas Mellon, “Men in any condition of life will act better if treated as gentlemen.”

The scope of Judge Mellon’s knowledge was considerable and his skill in organizing and expressing his ideas impressive. This man has presented himself in prose which is well-crafted and tells a good story. His judgments were personal, logical, and spoke for Pittsburgh as he knew it. He defined the need for good people to lead and others to follow. The reader senses that in defining success, Thomas Mellon has defined himself.

He helped his widowed sister when she was in financial trouble and took the time to teach law to his nephew. When his brother was strapped for money, Thomas gave him what was needed. He described his mother in words of the highest respect and noted that she was a great lover of “the Bible and Bobbie Burns.” Virtue, he said, is not easy to achieve, but worth achieving. His love of Ireland, the Mellon name, and its heraldry were characteristic. He writes a lot about his “country home” on North Negley Avenue and how proud it made him. He had his sons nearby, and the three houses created what was called by many people “The Mellon Patch.” When the Mellons were all there, Judge Mellon felt fulfilled. “Truth,” he writes, “is in accordance with the will of God and always will succeed eventually, and only can produce good effects.” People had to search out the whole truth, he notes, a fact that he had learned as a judge from listening to glib attorneys present half-truths. “Never wait for something better to turn up,” Mellon writes. “The time and place to begin the battle is just at once, and wherever you find yourself.”

Having served as an attorney who had charged only moderate fees, he shows a sense of humor in voicing an opinion of the legal profession held by many who thought they were overcharged. “The pearly shell for you and me; The oyster is the lawyer’s fee. It was often my best policy to leave the amount of the fee to the client himself.” This approach pleased the client, and Mellon often earned more than he would have charged.

Thomas Mellon’s loyalty to and effectiveness for his clients earned him important cases and won him lifetime friendships. His rise as an attorney was rapid, yet when he found the pace too demanding he left the profession. At the age of 46, he was nominated for and elected to a 10-year term as associate judge of the Court of Common Pleas. In his autobiography, he recounts several of his most interesting cases. After retirement and a testimonial banquet at the Monongahela House, he “concluded to open a banking house.” He did this in Pittsburgh on January 1, 1870, under the name of T. Mellon & Sons Bank.

Chapter V of Thomas Mellon and His Times describes the delight and conclusions made by a boy of 10 on his first trip alone to Pittsburgh from his parents’ farm at Poverty Point, Westmoreland County. It was early spring and the young man was wide-eyed and curious. Filled with wonder, he stopped for a rest on a hill to look at the panorama. He admired a great meadow below, the largest he had ever seen, and the Negley home and its orchards. Great expanses of grass stretched as far as he could see, moving in the wind in waves of light and shade. He was excited to see the Negley steam-powered grist mill with smoke rising from it, their general store, and “one of the finest mansions about the city anywhere. [It] impressed me with an idea of wealth I had before no conception of .... I remember also the thought occurring whether I might one day attain in some degree such wealth and equality with such people.” Such were the dreams of young Thomas, not knowing of the debts and other financial troubles of Jacob Negley (whose daughter, Sarah Jane, he would marry) that would lead to his early death. The boy imagined the children in the great house. “Were they good readers or could they write and cipher as well as I could?”

In one of the book’s most interesting and revealing chapters, Mellon describes his courtship and subsequent marriage. A Negley daughter as a bride and mother of his children was on his mind. Love and affection were not part of his logic or impetus to action. When the process seemed slow and complicated, he considered dropping his suit. Was he wasting valuable time? Everyone understood the meaning of his visits to Sarah Jane Negley and he was getting impatient. It took some moonlight and privacy to resolve the situation. “The die was cast,” he writes, “the Rubicon has been crossed.” After negotiating the wedding date, “the transaction was consummated on the 22nd of August, 1843.”

Judge Mellon went on to defend his conviction that in a good
marriage judgment comes first, emotion after. "Only time could ripen love," he writes, telling the reader that this was the correct procedure — then adding: "Love did take root and grow, and that steadily to ripe maturity."

As he writes in his preface to the first edition, Thomas Mellon put together his autobiography to inform and guide his family and descendants. From much of what he had to say there are lessons to learn today — 110 years later. Family comes before all else and both parents and children must work to do good for the family. Time is invested and investments are amassed for long-term growth. Honesty and morality make for a good life. Owning land is important along with things that grow. Laws are the basis of civilization and must be obeyed. Good deeds are done by good people and satisfaction comes from accomplishment. A well-read person is a better person. That 19th-century Pittsburgh grew more through honest hard work than greed, that self-motivation led to innovation, that one must finish what one began — these truths had a superb spokesman in Judge Thomas Mellon. American Heritage Magazine has called his autobiography "a real, honest-to-God, all-but-unknown American classic."

It can be said of Judge Mellon that he practiced what he preached, and that he did what he set out to do. In politics he was a Republican, but with more flexible views than most. In religion he was a Presbyterian, but harbored questions about spiritualism until he decided it was nonsense. He was a great reader of both the classics and new books. During his years on the bench, he took every opportunity to read literature, philosophy, history, and science, and to renew his knowledge of the Latin and Greek classics. He writes, "I mingled little in society, seldom even attending the theater or other places of public amusement. Reading and rest in the evenings in my own room was more agreeable." Thanks to the physical strength achieved from his long days working on his father's farm as a boy and his disciplined lifestyle, Judge Mellon was blessed with good health all his life. He died at home in his sleep the morning of his 95th birthday (also the birthday of his wife). A party had been planned that day.

The University of Pittsburgh Press has done us a great service. More than "a memento of affection" to his descendants, this considered, intensely personal definition of life by a "rags to riches" pragmatist of clear observation and narrative skill has given us a first-hand account of Judge Thomas Mellon's views of the industrialization of America and the growth of Pittsburgh.

Pennsylvania Mining Families: The Search for Dignity in the Coalfields
Barry P. Michrina

by Perry K. Blatz

Few historical topics can approach the significance of coal mining. At its peak during World War I, the industry employed some 800,000 workers and provided more than two-thirds of the nation's energy. About three-quarters of those workers mined bituminous or soft coal, and about one-third of all bituminous mine workers, or nearly 200,000, mined that coal in Pennsylvania, easily the nation's leading coal producer. Thus the history of the bituminous coal industry takes on monumental importance for the counties of central and western Pennsylvania where most of the state's bituminous coal was mined: Allegheny, Cambria, Clearfield, Fayette, Greene, Indiana, Somerset, Washington, and Westmoreland. But the topic of bituminous mining is so massive that scholars understandably have been reluctant to address it in its entirety. Barry Michrina limits himself both geographically and chronologically by examining the lives of coal miners and their families in Cambria, Clearfield, Indiana, and Somerset counties from the 1920s to the present.

Michrina's approach combines personal reflection, anthropological theory, and oral history evidence. Although he spent his youth in the area and had grandfathers who mined coal, Michrina confesses that he had not paid much attention to mining stories then (page 6). But his study compensates for that through his presentation of evidence from some 109 interviews with coal miners and their family members. In chapters 3 and 4, he focuses on the bitter 1927 coal strike, in which the United Mine Workers of America (UMWA) were expelled from central and western Pennsylvania, not to return until the New Deal in the 1930s. Michrina's interviewees give detailed accounts of violence against strikers and their families by state police, local deputies and constables, and the company-hired but state-sanctioned Coal and Iron Police. Michrina also includes strikers' reactions to strike-breakers near Johnstown (29). He then proceeds to focus on the emotions of strikers toward strike-breakers and the authorities. Noting the intense contempt strikers express for those groups, Michrina thoughtfully suggests that such contempt may reflect a reluctance to blame those more responsible for the strikers' predicament, the mine operators themselves (59-60).

In the most interesting part of the book, Michrina extends his focus on emotion in chapters 5 through 9. These consist of workers' recollections of how they felt about their work and what they and their families felt about the danger that pervaded mining. The author explores the strength of the miners' work ethic and how it led them to take responsibility for their jobs and even