

*John W. Patterson*

1844

1922



# John Henry Patterson

————— Founder of —————

The National Cash Register Company  
and Pioneer of Industrial Welfare Work

Born, December 13, 1844      Died, May 7, 1922

*Presented by  
Division three  
"Chem & metal"*

—————  
"Do Justly, Love Mercy, Walk Humbly"  
—————

John Henry Patterson, founder and builder of The National Cash Register Company, died May 7, 1922. The final summons came to him suddenly in the midst of his labors. Though he lived beyond the allotted time, he was not a mere survivor of a dead past, but an energetic leader in the living present. His fertile mind was busy to the last moment of his life with great projects and plans whose completion only the recurring years can register. The earth has claimed his broken body, but his influence, his spirit, and his works will endure forever.



Mr. John H. Patterson, at 76 years of age, Far Hills, March 22, 1921

IN MEMORY OF  
JOHN HENRY PATTERSON

1844 - 1922

*The property of  
Norman London*



This was Mr. Patterson's favorite text.

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A SKETCH  
OF  
**JOHN HENRY PATTERSON'S LIFE**

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**J**OHN HENRY PATTERSON was born on a farm near Dayton, December 13, 1844. He was the son of Colonel Jefferson Patterson and Julia Johnston Patterson.

His grandfather was Colonel Robert Patterson. His grandmother was the daughter of Colonel John Johnston.

Colonel Robert Patterson was the founder of Lexington, Ky., and also one of the founders of Cincinnati. In 1788, Robert Patterson, then a lieutenant in the service of the United States government, was ordered to strengthen the frontier of the colonies along the Kentucky River. He, with twenty-five other men, of whom he was the leader, erected the first blockhouse at Lexington.

**His Grandfather's Log Cabin Home**

He acquired a large tract of land and erected a log cabin as his home. In March, 1780, he was married to Elizabeth Lindsay, of eastern Pennsylvania. Immediately after the wedding the bride and groom, accompanied by some kinsmen, started on the long journey for their frontier home.

**Ancestors Settled in  
Miami Valley**

In 1799, Colonel Patterson set out to visit two of his brothers who had recently settled near Dayton, Ohio, and while here he was urged to join them in the Miami Valley. He was very much pleased with the climate and fertile soil of Ohio. A few years later he bought a large tract of land south of Dayton.



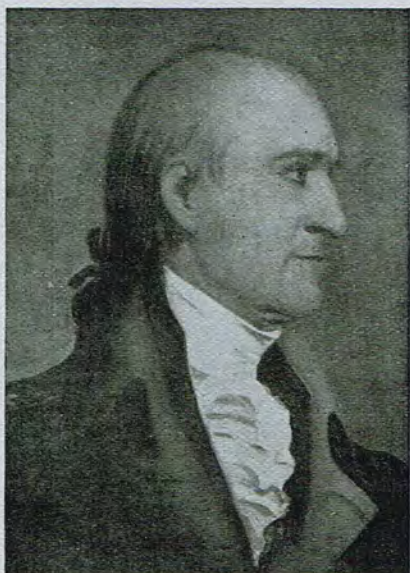
Log Cabin Home of Colonel Robert Patterson

The home to which Colonel Patterson brought his family in 1804 was a substantial log house which stood just west of the junction of Main Street and Spring House Road.

There were ten children, of whom Jefferson Patterson, the father of John H. Patterson, was the youngest. Jefferson was born in 1801,

and lived the life of a typical frontier boy. He helped his father and brothers till the soil and operate the mills on the farm. In February, 1833, he was united in marriage to Julia Johnston, at the bride's home in Piqua, Ohio.

Julia Johnston Patterson was the daughter of Colonel John Johnston, Indian agent of the United States government. The Indians respected him, knowing that he always was watchful of their interests. He was absolutely fair and just in his transactions and insisted on white men and Indians always dealing justly with each other. The result was a fairly peaceful settlement of the district over which he presided for many years.



Colonel Robert Patterson

December 13, 1844, John H. Patterson was born at the Patterson homestead on Rubicon farm. Here his boyhood was spent.

With the other children, he helped his father and mother carry out the many duties necessary to the successful conduct of the home. Each child had a definite task assigned and it had to be done.

Mr. Patterson's mother, in telling of the duties of her son John on the farm, said:

"He used to be called at four o'clock in the spring, summer, and fall. He had to make his grandfather's fire, carry up enough wood to last all day, split kindling and get it ready for the night. After

breakfast he would turn the calves out, put up his dinner, and go to school. In the evening he drove up the calves, fed and bedded them, carried up wood to fill the boxes, and after supper studied lessons."

### **Gains Experience Which Later Helps**

As he grew older he took on more duties of the farm. He worked with the men in the fields, plowing, planting, and harvesting the crops. This experience, he often said, helped him to make the N. C. R. the greatest industry of its kind in the world.

In speaking of his mother, he often said:

"My mother gave me my inspiration to work hard, be successful,



The Old Patterson Homestead

and make it possible to see the many things I have seen in all parts of the world."

He obtained his early education in the little red schoolhouse that stood at the corner of Far Hills Avenue and Brown Street. He graduated from the old Central High School in 1862.

That fall he entered Miami University at Oxford, where he remained two years. Three of his brothers being in the Civil War service and his father in the Ohio legislature, it was necessary for him to interrupt his studies at the university to help his mother on the farm.

President Lincoln issued a call for volunteers to serve in the Union army for one hundred days, and John H. Patterson answered the call of his country, enlisting in the 131st O. V. I. He served with his company until at the end of his enlistment, August 25, 1864, when he was honorably discharged. He returned to Miami University.

In the fall of 1865, he entered Dartmouth College, and in 1867 was graduated with the A. B. degree. During his college vacation he helped to pay his expenses by teaching school.

### **Finds It Impossible to Obtain Work**

Returning to Dayton after his graduation he sought a position in the city. He was not successful. So it was necessary for him to go back to the farm. He always felt keenly that his college education did not fit him for a business career. After working on the farm two years he decided that he was wasting his time at work which could be hired done for seventy-five cents a day. He then went into town to look for a position, and after two months of seeking secured the job of toll collector on the canal.



The Graduating Class of 1867 at Dartmouth College. John H. Patterson is in the Middle Row, Second From the Right

The toll collector's office was located at the Third Street canal bridge. Mr. Patterson had a small room overlooking the canal. He slept in this room and occupied it all the time, including Sundays and holidays, except when the canal was frozen over. Passing boatmen would get him out at all hours of the night.

After he had worked several months, he realized that his income was inadequate and that there was no future to this position. So he put out a sign, "Coal and Wood," and took orders for these commodities.

When he received an order he would buy coal from a dealer and hire somebody to deliver it. This left him a very small profit.

### Bought Out Coal Business

There was a coal business nearby, which the owners wanted to sell.



Canal Collector's Office at Third Street

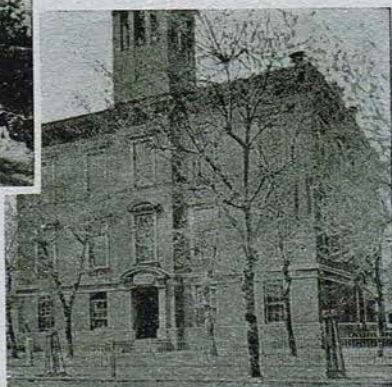
Mr. Patterson bought it for \$250, for which he got the stock of coal, wood, lime, and cement, two wagons, goodwill, and two blind horses. He borrowed this money from the Gebhart, Harman & Co. Bank. After he started in the business, he found the best coal to be had, and secured the exclusive agency for it. He built up the business on selling quality coal and giving receipts.

# Schools and Colleges That Contributed to Mr. Patterson's Education



The Little Red Schoolhouse

Central High School of Dayton



Miami University,  
Oxford, Ohio



Dartmouth College, Exeter, N. H.

He took his brother, Stephen J. Patterson, into partnership. They employed a clerk, and soon developed a good business. In 1876, Mr. Patterson resigned from the position as toll collector and devoted his entire time to the coal business.

### **Brothers Develop Good Retail Business**

The business increased and they later had two offices in the city. In 1879, they dissolved their partnership, and John H. Patterson formed the firm of Patterson & Co., he and his brother, Frank J. Patterson, directing its activities.

This same year the narrow gauge railway from Jackson County to Dayton was completed, and the brothers secured the agency for Jackson County coal.

In 1881, the Southern Ohio Coal and Iron Company was organized by New York and Boston capitalists. Patterson & Co. sold their mine, leased coal lands, and railroad equipment to this company, receiving in return bonds and stocks of the new company. John H. Patterson was made the manager of the Southern Ohio Coal and Iron Company. He and his brother were minority stockholders and therefore not in position of control.



Store at Coalton, Ohio

In connection with the mines they operated a general store. Although doing a good business, they made no money. Mr. Patterson heard about a cash register being made in Dayton and ordered two by telegraph for the Coalton store. The store soon began to show a profit.

### **Confidence in Cash Register**

Later, two registers were purchased for use in the retail coal offices in Dayton, and one of these made it possible for the brothers to discover a leak which had been costing them \$600 a year for two years. Their experience with the cash registers at Coalton and in Dayton gave them confidence in the machines.

These cash registers were manufactured by the National Manufacturing Company. In 1883, this company decided to increase the capital stock from \$12,000 to \$15,000 and John H. Patterson, Frank J. Patterson, and Stephen J. Patterson bought all of the new stock issued.

The Pattersons, at the end of the year 1883, discovering that the

National Manufacturing Company had shown a loss instead of profits, decided to sell their stock. They sold all but twenty shares, for which they could find no buyer.

In the spring of 1884, John H. and Frank J. Patterson sold their entire retail and wholesale interests in the coal business. In November, 1884, John H. Patterson bought a controlling interest in the National Manufacturing Company.

### **Thirteen Men on First N. C. R. Payroll**

The company at that time employed thirteen men, and occupied space in the Callahan Power Building, which was located in an alley between Second and Third Streets, east of Main. In December, 1884, the name was changed to The National Cash Register Company. Mr. Patterson continued to hold controlling interest until his death.

The selling force of the new company consisted of one active sales agent and a number of agents in the person of grocers, or business people engaged in some other line of work.

### **Business Prospers Under His Direction**

Under the direction of Mr. Patterson the organization began to prosper, and more sales agents were appointed, and improved registers were made. The Company began to acquire additional rooms in the Callahan Power Building, and soon had reached the limit of expansion in those quarters.

Mr. Patterson now decided to build a factory. He chose as his location the old farm, and in 1888 the first factory building was completed on ground which when a boy he had plowed.

This factory was far from measuring up to the model factory of today, but it compared favorably with other factories of that period.

In 1888, he was married to Katherine Dudley Beck, of Brookline, Mass., a young lady of charming personality and a member of an old New England family. Shortly after their marriage the home of Robert Steele, at First and Ludlow Streets, was purchased. This home is now known as the N C R City Club.



First Factory on Present Site (1888)

Two children came to brighten the home, Frederick Beck, born June 22, 1892, and Dorothy Forster, born October 27, 1893. Following a brief but acute illness, death claimed Mrs. Patterson in June, 1894.

Those who knew Mrs. Patterson intimately speak of her as a woman of unusual strength of character, high ideals, and gifted with the finest qualities of head and heart. Her untimely death robbed her husband and babes of the rarest ministry in life, the sacrificial love of a noble and gentle wife and mother.



Mrs. John H. Patterson and Her Two Children, Dorothy Forster and Frederick Beck Patterson

### **Faith in Register Remains Unshaken**

In 1894, \$50,000 worth of registers was returned as defective, which endangered the success of the Company. Mr. Patterson knew that the design of the machine was right and that something must be wrong in the factory. He moved his desk from the executive offices into the heart of the factory and began a thorough investigation.

He found many things wrong, and to remedy them he began what is now known all over the world as industrial welfare work.

### **What Mr. Patterson Found**

He found that workmen were trying to make the new model machines with the same tools with which they had made the earlier models. The factory, like most factories at that time, was unsanitary. The grounds were littered with scrap and material and surrounded by a high board fence.

He began with the improvement of working conditions. Better sanitary accommodations were furnished, and the high board fence removed. The next spring shrubbery was planted and grass seed sown. The result of this welfare work was immediately apparent in better work on the part of all the employees. This proved to Mr. Patterson that he was pursuing the proper course.



The Boys' and Girls' Gardens

### **Story of a Pail of Coffee**

He one day noticed one of the women employees trying to warm a pail of coffee on a steam radiator at luncheon time. This, he said, started him thinking of the benefit of a hot noon meal for factory workers. First, the girls were given a hot lunch at cost of food, and the system was gradually enlarged to include all employees.

The luncheon system was part of the health promotion activities of the factory. Rest periods for the women twice daily were introduced, and the benefit to all of outdoor exercise was taught in every possible way.

### **He Was Severely Criticized**

He was unmercifully criticized and ridiculed. But in the face of all adverse criticism he persisted, and the effect was soon apparent.

Having improved conditions in the factory he began to help the neighborhood. This work started among the children. One of the big problems was what to do with the boys of Slidertown. They broke the windows in the factory and destroyed the shrubbery and flowers.

### **The Boy Garden Movement**

Mr. Patterson felt that these boys were not really bad boys, but just average children with nothing useful to do. He obtained a

small house near the factory and engaged the services of a noted settlement worker, Miss Harvey. The boys were invited to a meeting. They were given an opportunity to learn clay modeling, wood carving, and drawing. Then he gave the girls something to do, and classes in sewing, embroidery, and cooking were started.

Remembering the many valuable lessons he had learned on the farm, Mr. Patterson had a piece of ground cleared near the factory, purchased the necessary tools, and gave each boy a garden to take care of. Seeds and a competent instructor were provided and the vegetables raised belonged to the boys.

This was the beginning of the children's garden movement in America. Today practically every community has its children's gardens. In Dayton almost all of the schools include a course of gardening.

Prizes were offered to the residents of the neighborhood for the best kept lawns, back yards, and gardens. A campaign of improvement was started which resulted in the transformation of Slidertown into South Park, one of the desirable residential sections of the city.

### **Example Set by Mr. Patterson**

The work carried on about the factory was so noticeable that it affected other parts of the city, and before long Dayton became known far and wide for its beautiful home surroundings. This type of community welfare work was taught by Mr. Patterson through illustrated lectures given in all sections of the country continuously since 1898.

July 4, 1901, his brother, Frank J. Patterson, who, for twenty-two years had been his partner, died. His untimely death, in the very prime of life, left the entire burden of the business upon the shoulders of John H. Patterson.

The foreign business of the Company required a great deal of Mr. Patterson's attention and he spent much time abroad. During his life he traveled around the world and made many trips to Europe and other countries. His business cares both at home and abroad resulted in a serious breakdown in 1904.

Following a fast of thirty-seven days and a prolonged rest in Europe, Mr. Patterson regained his vigor of body. He made a study of the best rules of health, lived up to them strictly, and until his death effectively promoted health education in industry, school community, and the nation.

### **The Dayton Flood**

During the great flood of 1913, John H. Patterson rendered splendid service to the stricken community. It has often been said that



The Dayton Flood



Mr. Patterson Directing Rescue Work

had it not been for his masterful leadership, unusual organizing ability, and remarkable forethought there would have been much more suffering and a far greater loss of life.

Before the flood waters of the river broke through the

levees March 25, 1913, Mr. Patterson began to prepare to meet the terrible catastrophe. Looking out over the swollen river, from his office window, at 6:30 in the morning—his usual time of arrival—he said:

"Dayton will have an awful flood today. We must prepare to house and feed the people who will be driven from their homes."

He at once sent for the Commissary supervisor and asked him about his supplies of food, ordered the Purchasing Office to buy at once all they could secure, sent couriers out over the country to buy more food and send it in, ordered boats made and delivered at various points in the city where they could be used to rescue the people, and by noon of that day had changed the factory into a refuge for the stricken flood sufferers of the city.

### **N. C. R. Became Home for Refugees**

The factory became a home for refugees, a hotel, a hospital, a food supply station, the city hall, the telegraph and telephone center, the post office, the newspaper plant, a drug supply house, and as Arthur Ruhl said in his article in *The Outlook*, "the stricken city's brains, nerves, almost its food and drink."

After effecting a complete relief organization at the N. C. R.



One of the Five Conservancy Dams

factory, Mr. Patterson during that first forenoon worked at one of the most dangerous points saving men, women, and children.

He directed the relief work, made himself responsible financially for the relief material shipped into Dayton, and gave every one aid who applied for it.

When the United States government officials reached the city while the flood was still on the streets they paid a great tribute to him when they said:

"We can do nothing more than you have already done."

Mr. Patterson was appointed chairman of a Citizens' Relief Committee consisting of five men: Colonel John H. Patterson, Colonel Frank T. Huffman, Mayor Edward G. Phillips, Adam Schantz, John R. Flotron. As chairman he was commissioned by the governor with "full authority to act for and in behalf of the Citizens' Relief Committee to take entire charge of the relief work for the present and future upbuilding of the city."

### **Protection Against a Future Flood**

Immediately following the flood, Mr. Patterson called a meeting of the leading citizens of Dayton in the Schoolhouse of The National Cash Register Company. He proposed an organization for the purpose of providing against the recurrence of a flood.

"We need protection," he declared. "We must raise an ample fund to provide the cost of surveys, education, and legislation."

Two million dollars were raised by popular subscription, to which fund Mr. Patterson contributed most generously.

Prominent engineers from all parts of the world were brought to Dayton to study the question of flood protection, and a comprehensive plan was adopted. The Miami Conservancy District was formed, special legislation finally secured through the state assembly, and work was begun on the greatest engineering project, next to the Panama Canal, the world has ever seen. The work is now about finished, and Dayton has no fear of floods.

## **A Model City Government**

In 1896, when Dayton was celebrating its first centennial, Mr. Patterson, the chief speaker, outlined what Dayton should do to become a model city. He kept the ideal before the people year by year until finally the present commission-manager form of charter government was adopted.

In the early summer of 1912, he sent a representative of Dayton to Europe to study municipalities, their government, and welfare work in city and industry. In September, 1912, a report of this study was made to Dayton citizens.

Under Mr. Patterson's direction a vigorous campaign of education for better government was immediately started, and an organization effected and largely financed by him through which in less than one year the present model city charter was adopted.

It is significant that Mr. Patterson began this vigorous campaign for a new type of city government in September, 1912, the exact date when the new constitution of the state became effective, and by providing for "Home Rule" for cities made possible the radical change in the charter of the city.

## **War First and Business Second**

At the outbreak of the great war The National Cash Register Company refused to take on war orders so long as the United States was not involved. But when the United States declared war in 1917, President John H. Patterson sent a personal representative to Washington to place his entire factory at the disposal of the government.

Because of its reputation for work requiring precision, the Company was given contracts to produce parts which required the highest type of skilled workmen. Work was at once offered by the government and accepted and finished in record time.

Mr. Patterson coined and placed in every department of the factory the slogan, "War First, Business Second, if there is any time for business."

## **Wanted Only What He Had Earned**

He refused to accept contracts on a strictly cost plus basis. He said it was not right to do work for the government on a basis where the more he spent the more he made, because the taxpayers of the nation had to bear the burden.

Following the signing of the armistice, Mr. Patterson was one of the first prominent American business men to go to Europe to study conditions with a view of improving business.

## **Believed in Travel for Education**

His frequent trips to Europe were part of his system of self-

# The First Industrial Schools



The Schoolhouse Under the Elm

The House of Usefulness



The First N C R Hall



The N C R Schoolhouse

education. He usually had some definite subject which he wished to investigate—factory welfare work, the landscape gardening methods of the Old World, and on his last trip the Association of Nations for World Peace.

Travel and attendance at conventions were two forms of education which Mr. Patterson urged upon the men and women with whom he worked. His generosity in providing for this sort of study is well known.

### **Taught How to Sell His Product**

The making, recording, and selling divisions of the National Cash Register business were brought together by Mr. Patterson in an effective way. He constantly brought factory men into the sales and advertising councils and insisted that the factory workers should familiarize themselves with the selling problems of the Company.

"On Company time" was a phrase he constantly used. He insisted that it was profitable to the Company for the different persons of the organization to become acquainted with each other's problems.

Years would often pass before his motives in holding certain meetings and conferences would begin to dawn on some of those who had been present. In the meantime, however, the information acquired had been applied for the general good of the industry.

### **Passed Good Ideas Along**

Mr. Patterson's method was to carry every good idea as far as it could be made to go. He was anxious to pass ideas on to others. Factory employees, workers in different welfare and civic organizations, teachers, ministers, and persons of many other groups were among those whom he sent on these educational trips.

Mr. Patterson addressed many conventions and conferences in regard to methods of improving the conditions under which manufacturing is done. He trained men and women to lecture on these and other subjects. They with their stereopticon slides and motion picture films lectured in every state in this nation and in other countries.

Many summers spent in the Adirondack Mountains had proved to Mr. Patterson's own satisfaction that renewed health could be gained in the woods. The many open camps in Hills and Dales, where first his employees and later all citizens of Dayton could go for a day's outing, were an outcome of this experience.

### **Gives Hills and Dales Park to Dayton**

About twenty years previous to the time when he gave over three hundred acres of his Hills and Dales estate to the city of Dayton, Mr. Patterson had been one of a group of Oakwood people who had offered a much smaller but very beautiful piece of ground in that region to the city council. The gift was refused, and he then began



The Patterson Home at Far Hills

to educate the public to appreciate the need of parks. When the second offer was made in 1918, Daytonians accepted it with enthusiasm.

### **Teaching Through the Eye**

For convenience in handling a subject thoroughly, Mr. Patterson perfected, some years ago, a "bulletin" system. On sheets of white paper he would draw rapidly a graphic outline of the different phases of the subject to be studied or discussed. Subdivisions would be properly arranged, and he would draw for each person working with him all that he or she could contribute, putting each suggestion or fact in its proper place.

Whenever possible, he would assemble his ideas on a subject in fives, and there came to be a standard bulletin form. At some conferences page after page of the big white paper sheets would be covered with drawn and written diagrams in colored crayon. These were kept for reference, and were often printed for general distribution.

Sometimes the meeting consisted of salesmen of cash registers from all over the world; or a little group of neighborhood improvement workers; or a convention of a state or national organization which Mr. Patterson had been asked to address.

### **Saturday Meetings for the Children**

A most important public service provided by Mr. Patterson is the regular Saturday morning entertainment for school children at the N C R Schoolhouse and the N C R Auditorium on North Ludlow Street. Only the best moving pictures are used. There are pageants,

playlets, and singing by the children, and talks on health, thrift, patriotism, and other subjects.

The treat of fruit and cakes that invariably ends the meetings shows the attention to detail and the knowledge of human nature that were at the root of John H. Patterson's success in so many wider fields.

He always insisted upon the practice of religious principles. He aided many religious organizations besides the Protestant Episcopal Church, of which he was a lifelong member. He had an abiding faith in the effective leadership of the church.

He was a vestryman of Christ Episcopal Church in former years, and also superintendent of St. Andrew's Sunday School.

### **His Far Hills Home**

The home in which Mr. Patterson lived, set like a Swiss chalet among beautiful hills, and unpretentious in architecture, was planned for use and not for display. Mr. Patterson was always an ideal host. He was never happier than when entertaining groups of men and women whom he had invited to a dinner discussion of some business, civic, educational, or philanthropic project. Many years ago he opened his beautiful and spacious grounds to the public and placed entrance signs bidding every one welcome. He laid out a six-link golf course on his front lawn, and invited the public to use it.

He was often called to counsel with the business leaders of the world in regard to world-wide problems, and his opinion was sought by men in all walks of life.

Mr. Patterson received many honors during his life. In 1901, he was made a chevalier of the Legion of Honor by the French government in recognition of what he had done toward improving the condition of the employees in the factory and the people of the neighborhood, and the widening circle of good which had radiated therefrom to other manufacturing institutions all over the country.

In 1913, he was awarded the Dr. Louis Livingstone Seaman gold medal for progress and achievement in industrial hygiene and safety by the American Museum of Safety.

In 1920, he was made Doctor of Laws by the Miami University at Oxford.

President Hughes, of Miami University, when conferring the degree of Doctor of Laws on Mr. Patterson, said:

"Upon you, John Henry Patterson, business executive, public-spirited citizen, leader of men, in recognition of your farsighted business judgment, of your unusual executive ability, of your great public service to the city of Dayton through the years, especially in the hour of her great distress, of your skill in using the best methods



John H. Patterson and His Immediate Family at Far Hills

of teaching in every department of a great industry, of your leadership in manufacturing methods, and in dealing with the complex labor problems of today, by vote of the University Senate and with the approval of the Board of Trustees, and by the authority granted by the State of Ohio, Miami University confers the degree of Doctor of Laws. \* \* \*

### **Mr. Patterson's Immediate Family**

The members of Mr. Patterson's family are his son, Frederick Beck, his daughter, Dorothy Forster Judah, and his sister, Mrs. Julia P. Crane. Frederick Beck Patterson is the president of The National Cash Register Company, and resides in Oakwood, a suburb of Dayton, with his wife, Evelyn Van Tyne Huffman Patterson, and his baby daughter, Fredericka Beck Patterson.

Mrs. Noble Brandon Judah (Dorothy Patterson) is the wife of a well-known attorney of Chicago, Colonel Noble Brandon Judah.

Mr. Patterson was a man of rare vision. He could see farther into the future than others, and hence was often misunderstood, criticized, and opposed.

He was a generation in advance of the times. He was both an idealist and an administrator. He could dream and he could organize to make the dream come true; not often in a generation is there found this rare combination—the power to see and the power to build. He left unfinished tasks, his dreams not fully realized, a program of work not yet completed. This is the sacred trust now committed to us.

## Tributes

### **From the Board of Directors, The N. C. R. Co.**

Whereas, in the death of John Henry Patterson, our beloved and illustrious chairman has been removed from our councils, thereby bringing to each member of this board profound and lasting sorrow; and

Whereas, it was because of his keen foresight, his organizing ability, and his brilliant leadership that The National Cash Register Company has become one of the nation's outstanding industries; and

Whereas, inspired by the spirit of humanitarianism and service which actuated him at all times, he set for the business interests of the world an example in industrial welfare work that has immeasurably improved relations between employer and employee; and

Whereas, his activities were ever tireless for the welfare of our industry, our community, our state, our nation, and the world:

Now, therefore, be it resolved, that we, the members of the Board of Directors of The National Cash Register Company, lament the passing of our beloved chairman and revere his memory, which will ever be a source of inspiration; and be it further

Resolved, that it shall be the sincere desire and earnest determination of each member of this board to carry on to the fullest achievement the great work which he has so firmly established; and be it

Resolved, that a copy of these resolutions be presented to each member of the bereaved family as an expression of our sympathy; and

Resolved, that these resolutions shall be spread upon the minutes of this board as a permanent testimonial to our love and veneration for our departed leader.

### **From the American Selling Force**

We, the members of the American Selling Force of The National Cash Register Company, feel that we have suffered an irreparable loss in the death of our beloved leader, John H. Patterson.

For nearly forty years he was our inspiration and our guiding genius. And during all these years he gave unstintingly of his time, his energy, and his resources to make our work more pleasant and more profitable.

Generosity, possibly the most outstanding characteristic of his many-sided personality, was always particularly evidenced in his relations with the Selling Force. He gave his salesmen every opportunity to advance themselves. He made it possible for every N. C. R. salesman to achieve a substantial success.

Extremely busy as he always was, serving his Company, his community, and his country, he still found time to travel among us at frequent intervals and to give to each man personally the benefit of his consummate knowledge of salesmanship. No trip was too long. No hardships were too severe. No pains were ever spared by him in working with us and for us.

At heart he was a teacher. He taught us how to sell—by giving service. And in teaching us, he gave to the world a new conception of selling. The principles he laid down so many years ago have been proven sound beyond all question.

We shall miss our leader's guiding hand at every turn and cross-road of our lives. Our only consolation lies in the fact that he left behind him a great uncompleted work—a work which perhaps never will be completed—but a work to which every man in the American Selling Force is proud and happy to devote his life.

It will be our constant endeavor to carry out the principles he taught us and achieve the full measure of success he wished for us.

### **From the Foreign Selling Force**

#### **Mr. Wark Announced Mr. Patterson's Death to the European Selling Organization as Follows:**

On Sunday afternoon, May the seventh, our honored and beloved leader, Mr. John H. Patterson, the founder and for many years the president of our home Company in Dayton, Ohio, passed away in his seventy-eighth year.

Under his leadership, the N. C. R. business has grown during nearly forty years from almost nothing to a gigantic and model organization embracing more than 10,000 persons in all parts of the world.

He was one of the most prominent captains of industry, and in the United States of America he was the pioneer for all kinds of industrial welfare work.

During the last years of his life, he devoted almost his entire time and energy to benefit mankind.

The members of our European organization will never forget what he has done for the development of the European N. C. R. business.

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#### **From H. C. Banwell, Manager of The N. C. R. Co., Ltd., London, England**

Mr. F. B. Patterson:

The sad news of your bereavement is a great blow to all of us who have known your father, loved him, worked with him, and benefited by his genius and teaching. We all extend to you and yours our heartfelt sympathy. May you be comforted by the knowledge that his life and goodness will be a sacred memory to all who knew him. We stand fast by you in your sorrow and affliction.

**From Mr. King, the Manager of the Second Section**

Buenos Aires, May 8, 1922.

Mr. F. B. Patterson:

This is a time of sorrow for all of us. We have sustained a great loss in the death of your father, our beloved leader and friend. The members of the Second Section extend their heartfelt sympathy to you and the other members of the family.

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**From Mr. Howe, the Manager of the Third Section**

Shanghai, May 8, 1922.

Mr. F. B. Patterson:

The members of the salesforce in the Third Section mourn with the family of John H. Patterson. We have lost a wonderful friend and the world a noble leader. Our deepest sympathy goes out to his family.

### **From the Employees at Dayton**

The following resolution was signed by each of the more than 5,000 employees of The National Cash Register Company in Dayton: Mr. Frederick B. Patterson,  
Mrs. Dorothy Patterson Judah:

We, the employees of The National Cash Register Company, extend to you our profound sympathy in this time of keen sorrow over the loss of your father.

We mourn with you. You have lost your father—we have lost our beloved leader, friend, and benefactor. We have lost the man whose genius built up the great institution which has provided work for us under conditions that are unequaled in the industrial world.

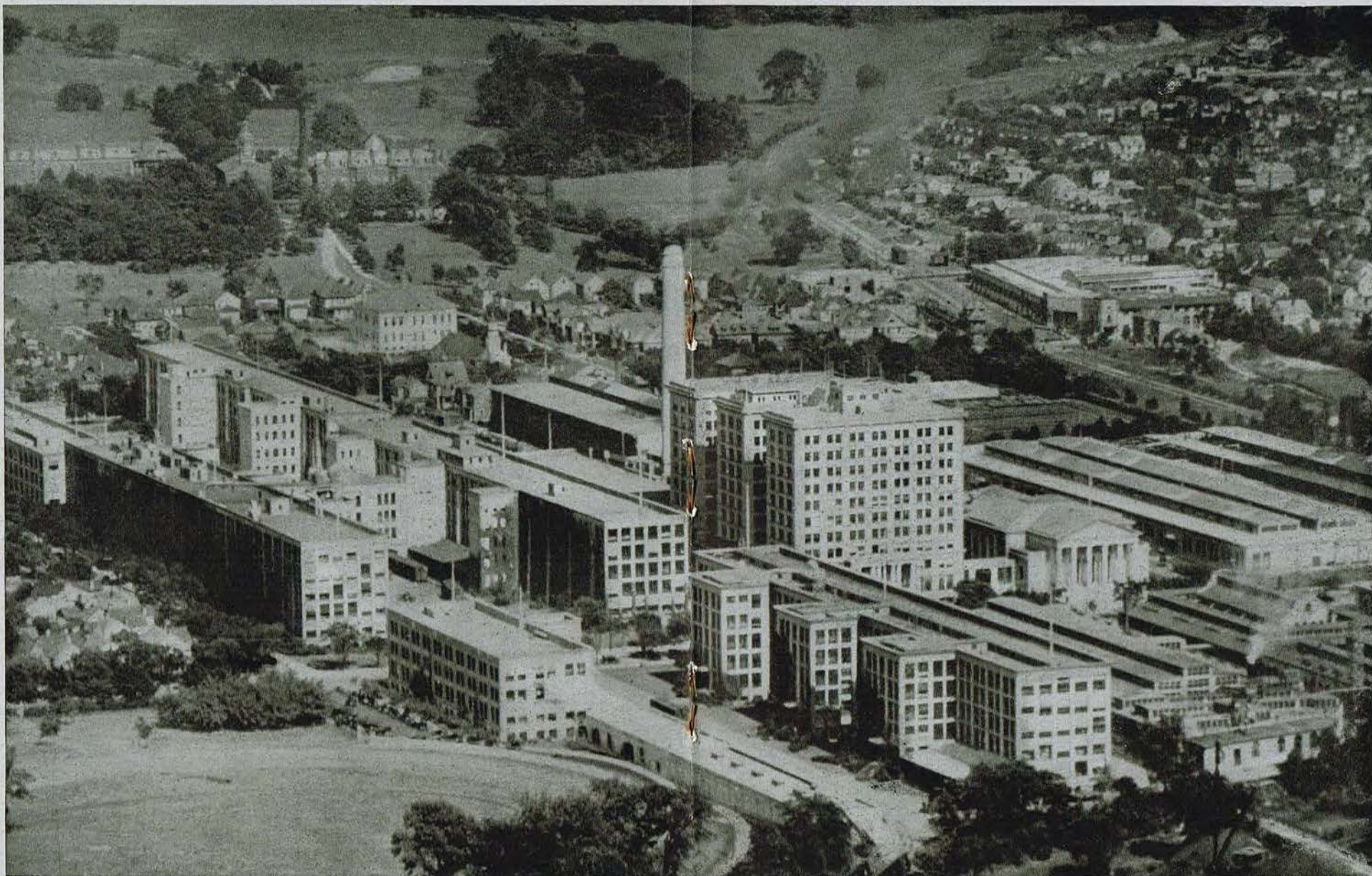
We mourn the loss of the man who put happiness, beauty, and health into our daily work—the man who thought always of us and was ever alert to find ways that would help us to grow mentally, morally, and spiritually.

In months gone by, when other factories were closed and hundreds of thousands were out of work, we felt no fear, for we knew that if it were humanly possible, John H. Patterson would see us through. Nor were we disappointed, for all through that period of industrial depression our smokestack was smoking and our pay envelopes were full.

We mourn the loss of the unselfish leader who thought not of himself alone, but of those who worked for and with him. The man who divided his profits with his people, and then gave with unstinted hand most of his own share to better our community.

As representatives of labor, we mourn the loss of the man who was first to see that business can be combined with high ideals—the man who set an example to other employers that has benefited untold thousands of workers all over the world.

You, the children of this great and good man, will carry on his splendid work. The hearts and hands of every one of us will be behind all your efforts. We feel that the entire N. C. R. family holds a sacred trust—to try to be and to do as Mr. Patterson would have us be and do if he were with us.



An institution is but the lengthened shadow of a man.—Ralph Waldo Emerson

### **From the Advance Club**

The passing of our beloved leader, John H. Patterson, has brought to us deep bereavement. Association with him was an inestimable privilege; his death is an overwhelming loss.

To his wonderful foresight, indomitable will, and splendid unselfishness we owe the great industry with which we are so profitably connected, and which has rendered an invaluable service to the business world. He was a pioneer in welfare work; a great teacher who made industry human.

The imprint of his magnanimous personality has helped to mold our characters. Through his teaching and example each one of us has been made better.

Dayton, through him, was made a city beautiful, and renowned for its efficient government. When the great flood swept the city, he won the love of thousands and the admiration of the entire country by his untiring work and the genius of his leadership.

His was a world vision, and his activities abounded in every constructive effort for world betterment. His life was an inspiration to all who were familiar with his work, and of such there are many thousands in all countries of the earth.

Our deepest sympathy goes out to the bereaved members of his family. Great must be their consolation in the many living fruits of his life's work. Long after this generation shall have passed away, the results of his wisdom and generosity will live and grow.

The most fitting tribute we can pay to his memory is to pledge ourselves to carry on, to the extent of our ability, the work he taught us to do; to keep alive the righteous principles for which he stood; and to do good in all things—in our industry, our city, our state, our nation, and the world.

The curtain has rolled down upon the life of our beloved leader, but the good he has done will go on forever.

### **From the Advisory Board**

At a meeting of the Employees' Advisory Board, May 11, the following action was taken:

Whereas, the death of Mr. Patterson is a personal loss to all employees of our Company; and

Whereas, his qualities of leadership, his lifetime devotion to worthy ideals, and his achievements will ever be a source of true inspiration; therefore

Resolved, that with deep sorrow we place on record our realization that we have lost a firm friend and loyal supporter.

Resolved, that a copy of this resolution be sent the members of the family and recorded in the minutes of this board.

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### **From The N C R Relief Association**

At a regular meeting of the Board of Directors of the Relief Association held May 16, it was resolved that through the death of John Henry Patterson, The N C R Relief Association has lost a good friend and a benevolent member, who was always interested in the work of the Association and the good that it has accomplished.

Mr. Patterson was a great and good man—unselfish, sympathetic, and broadminded. We have been more honored and benefited than we can express, by his life, his example, and his counsel.

We hereby acknowledge our deep sense of loss occasioned by his death and extend our sympathy to Mr. Frederick B. Patterson, Mrs. Dorothy Patterson Judah, and Mrs. Julia Patterson Crane.

It was further resolved that these resolutions be spread on our minutes and a copy thereof be sent the members of the family.

### **From The Woman's Century Club**

May 13, 1922.

To Mr. Frederick B. Patterson,  
To Mrs. Dorothy Patterson Judah:

We, the members of The Woman's Century Club, express our deep sorrow occasioned by the death of your father.

Twenty-five years ago, Mr. Patterson founded our club. During those twenty-five years, he has been our constant inspiration. He has worked with us and through us to establish a high standard for women in the business world.

We feel that we have lost a true friend and a great benefactor. In tribute to his memory, we shall always try to live up to his high ideals for women.

He has gone before, but will never be forgotten. We would greatly appreciate the privilege of placing a laurel wreath on his grave each year on May 7, as an expression of our continued love and gratitude.

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### **From the N C R Women's Club**

Mr. Frederick B. Patterson,  
Mrs. Dorothy Patterson Judah:

John H. Patterson, the beloved founder of our organization, has passed away. Our grief over his departure is the greater because of his deep interest in our home life.

Mr. Patterson believed that a man could do better work if he had a happy home and a healthy family; therefore the women in the home should be interested in the man's work.

This belief prompted him to organize our N C R Women's Club for the wives, mothers, sisters, and daughters of employees; also for women employees of the Company.

Through his generosity we had the privilege of hearing experts on many important subjects, and of enjoying many happy and profitable hours as his guests. He was happiest when others were happy, and he was especially mindful of children.

His aim was always toward the highest and best in everything. His life has been an inspiration to us and we shall strive to reach the goal he has placed before us.

We mourn the loss of the head of our N. C. R. family.

### **From the Nacareco Club**

Mr. Frederick B. Patterson,  
Mrs. Dorothy Patterson Judah:

In the death of John H. Patterson, the Nacareco Club feels a very keen loss.

He was the founder of our club, and gave us The National Cash Register Company's code name. He encouraged us to live always the best we could, and get the best out of life.

The standard for women was placed high by Mr. Patterson, and through his efforts and personal interest we were federated with the Y. W. C. A.

With the association of other industrial and mercantile clubs many girls were developed mentally, socially, physically, and religiously.

In the death of our beloved leader the club feels a very personal loss. But the example of his ideals for employed women and girls, which permeated the activities of the club during his life, will be a guide for us in the future. His life of service has created its own memorial.

# Telegrams and Letters

## **From President Harding**

The White House, Washington, D. C., May 8, 1922.  
Frederick B. Patterson, Dayton, Ohio.

I am shocked and grieved to learn of the sudden death of your father, John H. Patterson. He was one of the greatest industrial builders of the state and nation and I ever held him in highest esteem.

Warren G. Harding.

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## **From Ambassador Herrick**

Paris, May 10, 1922.  
Frederick B. Patterson, Dayton, Ohio.

Your father was a great benefactor. His death was the country's loss. You have my deepest sympathy.

Herrick.

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## **From Commander Evangeline Booth**

New York, May 9, 1922.  
F. B. Patterson, Dayton, Ohio.

I have just been informed of the death of your honored father and want to assure you on behalf of the Salvation Army our very sincere sympathy. He was our true friend and multitudes will cherish his memory as blessed. May God Himself comfort the bereaved.

Evangeline Booth, Commander the Salvation Army.

## Letters

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*(Note: Hundreds of letters of sympathy were received by Frederick B. Patterson and his sister, Mrs. Dorothy Patterson Judah. Limited space precludes their publication. Excerpts from several of them are given below.)*

London, Eng., May 9, 1922.

Dear Mr. Patterson:

I have heard with very deep regret of the death of your distinguished father, of whose work and influence I had made a very special study, and to which I have frequently made reference in public speeches that I have from time to time given to fellow merchants in England.

I consider that your late father was a creative idealist, who had the unique privilege of being able to put his ideals into practical operation. In my judgment of your father's business life I concluded that profit was the logical outcome of good management and not the main incentive of your father's business life.

P. A. Best,  
Director, Selfridge & Co., Ltd.

New York, May 11, 1922.

My dear Frederick:

Your father's tragically sudden death must have come to you as a terrible shock. I learned of it first when I picked up the Monday morning newspaper. I could hardly believe it, and I certainly couldn't realize it.

Judging by how much I, only a friend, feel his passing, I can form some conception of how poignantly you must miss him.

I know it was one of his greatest consolations and satisfactions during the last few years, and particularly the last year or so, that he felt every confidence that the wonderful enterprise he had built up would be taken over by earnest, honorable, capable hands. He was, justly, very proud of the way you had taken hold of the business.

B. C. Forbes, Publisher, Forbes Magazine.

State of Ohio, Executive Department, Columbus, May 9, 1922.

Mr. Frederick B. Patterson,  
President, National Cash Register Co.

My dear Mr. Patterson:

Allow me to extend to you, the members of your family, and the splendid organization built up through his genius, vision, and square dealing, my sincerest condolences upon the death of your father. Eulogy of John H. Patterson is superfluous. His work, his life, his record proclaim him far more eloquently than is given to mere words to express.

Great and ineffaceable as is the monument that his material success has raised to him, John H. Patterson's greatness is far beyond that of a distinguished captain of industry. It is not only that he built and prospered, but he helped others, his entire city and state, to prosper. He did all this, and he hewed new paths of thought and principle in the relations of man to man; in public duty, public-spiritedness, and civic ideals; and he excelled in these as conspicuously as he did in the building of the wonderful enterprise he conceived. Not only Ohio, or the United States, but the world has lost one of the highest type, most useful and lofty-minded men in John H. Patterson.

Most sincerely,

Harry L. Davis, Governor.

Dayton, Ohio, May 9, 1922.

Mr. Frederick B. Patterson.

My dear Sir:

The surviving members of Company A, 131st O. V. I., and of which company your father was an honored member, desire to express their profound sorrow at the death of our beloved comrade, and to extend our deepest sympathy to you and his family.

As you may recall, our 57th anniversary dinner in memory of the departed comrades of Company A was given and participated in by your father at his residence in May, 1921, at Far Hills, and his interest in the company's living and dead was most sincere, and the reunion gave him much satisfaction and pleasure. At the table only eight survivors sat down.

We can add no encomium to those already expressed, except further to express our sorrow that Providence has again called another of our fading numbers to the "Great Roll Call Above," and to be assured that he will be found ready to answer there, as he always responded on earth, the word, "Here."

F. P. Beaver

Henry Herchelrode

Edward Buvinger

Charles Wuichet

Edward Best

E. B. Solomon

W. L. Bates

Morris Woodhull

## From the Patterson School

May 11, 1922.

To the members of the family of Mr. John H. Patterson:

The principal, teachers, and children of the John H. Patterson School wish to offer their sincere and affectionate sympathy.

We sorrow with you, for he was our great friend, faithful and generous to us always. More than half of the happiness in the dedication of our new school in September is taken away because he will not be here to receive his just due of honor and praise for all the years he has been our greatest and best beloved friend.

Leota E. Clark, Principal	Aletha Horner	Amelia Hofacker
Catherine E. Hollahan	Marie L. Stewart	Audley B. Foster
Elizabeth B. Stoppelman	Clara Danner	Elizabeth J. Faig
Amanda R. Edelman	Ruth M. Clark	Cora E. Becker
Mary Carmel Weckesser	Mary E. Brandt	Mary E. Littell
Gertrude Horlacher	Wilma F. Abrell	Alice L. Lane
K. Florence Shuey	Anna K. Ecki	Ella W. Clark
Isabel A. Schwind	Erma A. Jennings	

### Other Organizations That Sent Resolutions or Letters

City Commission of Dayton	Dayton Council of Churches
Patterson Memorial Presbyterian Church	First Unitarian Church
Jonathan Dayton Chapter of the Daughters of the American Revolution	Optimists' Club
Central Theological Seminary	Federated Improvement Assn.
Advertising Club of Dayton	Miamisburg Community Welfare Association
Richard Montgomery Chapter	K. K. B'nai Yeshurun
Ohio Society Sons of the American Revolution	The Rotary Club of Dayton
Noon Tide Club of Reed and Dayton Commanderies	Montgomery County Bar Assn.
Dayton Lodge No. 273, I. O. O. F.	Local Dayton Socialist Party
Miami Council No. 7	The Friday Afternoon Club
Jr. O. U. A. M.	The East Dayton Civic League
Dayton Association No. 37 of Ohio N. A. S. E.	The Montgomery County Building Association League
Dayton City Firefighters	Dayton Teachers' Club
Dayton Savings and Trust Co.	Moraine Park School
The Associated Charities	The Board of Directors of the Miami Conservancy District
Montgomery County Sunday-School Association	Dayton Retail Grocers' Assn.
	The Miami Valley Chautauqua Association
	Dayton Clearing House Assn.
	Dayton Lawyers' Club

Kiwanis Club	Rotary Club of Joplin
The Woman's Dayton Market Board	The Cleveland Retail Grocers' Association
Lion's Club	Ohio Anti-Saloon League
Catholic Sisters of Hospitals of Ohio	The Young People's League of St. Luke's Evangelical Church
League of Women Voters	Sisters of the Poor of St. Francis
Civitan Club	The Engineers' Club of Dayton
Dayton Public Library Board	Indianapolis Athletic Club
Principals of Dayton Public Schools	Association of National Advertisers, Inc.
District Court of Appeals	The Italian Society of Mutual Soccorso
Dayton Post No. 5 of the American Legion	The Union League Club of the City of New York
Council of Parent-Teachers' Associations	Ohio State Bar Association
Students of Steele High School	Buz Fuz Club of Dayton
Ohio League of Women Voters	Montgomery County Public Health League
The Winters National Bank	The Stand-By Society for the American Legion
The Arlington Civic League	The Men's and Women's Clubs of Rubicon
The Governing Board of the Old Barn Club	The Ohio Society of New York
Miami Valley Alumni Association of Beta Theta Pi	National Association of Letter Carriers—Gem City Branch No. 182
The Dayton Wholesale Salesmen's Club	Historical and Philosophical Society of Ohio
Altrusa Club of Dayton	Gyro Club
St. Andrew's Episcopal Church	The Y. W. C. A.
Rotary Club of Canton	The Y. M. C. A.
Pansy Troop No. 2 Girl Scouts	The Y. M. C. A.—Fifth Street Branch
Montgomery County Farm Bureau	The Council of the Village of Oakwood
The Dayton Woman's Club	The Dayton Federation of Clubs
Exchange Club	The Dayton Symphony Assn.
Board of Education of Dayton	The Otterbein Press.
Dayton Druggists' Association	American Chamber of Commerce in Germany
Dayton Women's Press Club	Eschol Lodge No. 55 I. O. O. B.
Dayton Retail Merchants' Association and Credit Co.	Christ Episcopal Church
Dayton Fire Insurance Exchange	
Dayton Real Estate Board	
The Council of Jewish Women of Dayton	
Employees' Dayton Office,	
Western Union Telegraph Co.	

# Editorials

## His Spirit an Inspiration for Good

To the people of this community, stricken with a great sorrow, no tribute is necessary to the life and deeds of John H. Patterson. In every household men, women, and little children know him. Thousands upon thousands have either directly or indirectly enjoyed the happiness and the beauty made possible by this wonderful man's vision and generosity.

While it is improbable that this or any other community ever will have a citizen equal in the devotion, the genius, and the enterprise of John H. Patterson, he would not have us look upon his passing as a calamity. He would rather that we take up the work he has left unfinished and march forward and onward to the achievement of those things in civic advancement and human helpfulness to which he gave his strength and untiring devotion.

Today he is in eternal sleep, but if he had been accorded the last privilege of leaving a parting message to the people of this community, we believe it would have been a message to carry forward the work in hand to make Dayton the most beautiful and the happiest city in the world in which to live. This, he would have said, would be the finest monument, the noblest tribute to his memory.

What finer thing can be said of Mr. Patterson, what finer thing can we say of any man, than that his spirit shall live and be an inspiration for that which is good and noble in the unselfish service to others and the community in which we live.—Dayton Journal.

## Lived to See His Dreams Come True

John H. Patterson was a man of restless energy. His mind was rarely in repose. It required the blanket of sleep to disconnect the interests which kept him going at high pressure. \* \* \* In this respect he was precisely like Theodore Roosevelt. \* \* \* The ruling objective with both, however, was the same—a desire to promote the general welfare.

John H. Patterson was not money mad. There was never the desire to "make money" for the purpose of hoarding it. He has given away more than he will bequeath to his children. He did not worship the idol of gold. A great idea, and industrial idealism had fastened itself upon his impressions early in life and he worked constantly toward the making of his dream come true.

He lived to complete his picture. He saw his dreams come true. He passed from the active game of life that he loved so well to the peace of immortality without abiding in the twilight zone of linger-

ing sickness. He did more to make a modern Dayton than any other man. His works will endure like granite; his sepulchre will be in the grateful feelings of those who love Dayton.

—The Dayton Daily News.

### **Justly Honored in Hour of Death**

It was at the time of the great Dayton flood that John H. Patterson displayed the mettle of which he was made. \* \* \* By almost superhuman work he saved the city from complete destruction. General Wood and Secretary of War Garrison \* \* \* declared that this man had anticipated everything the government could possibly have done.

\* \* \* Mr. Patterson lived to reorganize the civic administration of Dayton, having been the father of the city-manager plan in municipal government, and in the hour of his death he is justly honored.

—Philadelphia Enquirer.

### **To Be Recorded as Master Mind**

The passing of John H. Patterson is a distinct loss to the Great Miami Valley. While his genius as a captain of industry was known around the world, it was his deep interest in humanitarian welfare which made him really the "master mind" for which he will be recorded most prominently in history. \* \* \* The name of John H. Patterson will ring down the corridors of time as one of the greatest, if not the greatest, examples of unselfish service for the common good.

—Middletown (Ohio) Journal.

### **One of State's Foremost Citizens**

John H. Patterson was one of Ohio's foremost citizens. \* \* \* His factory in Dayton was known as a model and his dealings with his employees inspired many other manufacturers to adopt similar plans for plant operation. As a citizen of Dayton, he was public-spirited and gave the city much of his wealth in one form or another.

—Indianapolis News.

### **He Created the Dayton Spirit**

In the death of John H. Patterson, Dayton suffered an irreparable loss. He led in every movement which served to bring this city before the world in the most favorable light, and the "Dayton Spirit," which has become a household word throughout America, was created by him. It would seem that no man loved the city of his birth with a greater love than did Mr. Patterson. He asked nothing of the city or its government, but he constantly gave.

—The Labor Review.

## His Favorite Picture



This Picture of John H. Patterson Was Taken in the Sun Parlor at Far Hills Upon  
His Return From Europe, March, 1921

### **One of the Business Giants**

John H. Patterson was one of the business giants now rapidly fading into eternity. He was in the class with James J. Hill, Andrew Carnegie, Henry Flagler, John D. Rockefeller, John Wanamaker, and other pioneer leaders of industry. \* \* \* Their lives are indelible lessons to young men of today who grumble at having to start at the bottom of the ladder.

—Youngstown Telegram.

### **Pathfinder of Industrial Peace**

John H. Patterson was a pioneer in more senses than one. As the creator of an industry he will take high rank in the "History of American Big Business" when that illuminating volume comes to be written by annalists of another era. But as the pathfinder of industrial peace, the apostle of common-sense co-operation in the relations of capital with labor, Mr. Patterson's record is unique. \* \* \* At Dayton was builded by John H. Patterson the most important monument to that industrial happiness and contentment which has been the dream of reformers and the confusion of the exponents of unrest.

—New York Evening Telegram.

### **He Made the World a Better Place**

The world is a better place for John H. Patterson's living. \* \* \* He was given high honor. But long after his reputation for business is dimmed by the lapse of time will he be affectionately remembered for contributions of human kindness that came from his heart and soul. \* \* \* Aggressive in his business methods, he was, but he was just as aggressive in his desire to promote warmer relationships between employer and employee and just as aggressive to contribute to human welfare. Dayton stands as a monument to John H. Patterson's measure of one man's duty to his fellows, a city aglow with civic accomplishments that should inspire others to do. A useful citizen has passed and what a splendid memory he leaves.

—Fresno (Calif.) Republican.

### **Example of Well-Deserved Reward**

\* \* \* His success was one of the brilliant examples of well-deserved reward won by reason of doing a genuine service to the business world. He was the father of the cash register idea. \* \* \* He showed how to revolutionize business accounting and place it upon a scientific basis. In fact, he created the modern method. \* \* \* Mr. Patterson built a better cash register than any one else in the world and he kept improving the models year after year. \* \* \* He was the apostle of a new relationship between employer and workmen. His thousands of employees work in ideal and beautiful surroundings. Their welfare work was carried to its highest terms.

—San Francisco Journal of Commerce.

## John Henry Patterson at Different Periods of His Life



As a Boy When He Attended the  
"Little Red Schoolhouse"



As a Youth of Nineteen When He  
Enlisted in the Civil War



Mr. Patterson at Forty Years of Age  
When He Founded  
The National Cash Register Company

## **Interpreted His Religion by His Business**

*The best religion does not know it is religion.*

*The cleanest goodness is unconscious.*

*Consider the lilies of the field, how they grow.*

The very best type of the human species that the race is now producing I consider to be the man who is interpreting his religion by his business.

Such a man was John H. Patterson, who died not long ago. I knew him somewhat well. He was not what would be conventionally described as a religious man. That is, he was in no sense a mystic.

But he built up and conducted The National Cash Register Company upon principles which considered first of all the welfare of the human beings it touched. That is the best kind of religion.

He made money at it. Instead of proving that he was selfish, this proves, on the contrary, that his principles were sound and workable.

The idea that if a man be just, merciful, and altruistic he will be a failure in affairs is probably the nastiest piece of heresy now current.

Patterson was no saint of the conventional type, but he was much better. He was a man who had vision enough to perceive that fair dealing, honor, and kindness have an actual earthly value. That he made money out of such things strengthens our belief in the goodness of the universe.

—Dr. Frank Crane.

# John H. Patterson's Industrial and Social Welfare Work

JOHN H. PATTERSON was a great and farsighted business man. More than that, he was a teacher of business men and others. He taught business men that success in business depends very largely upon the health and happiness of the working class, upon the men and women in the ranks. He was a striking illustration of the truth that "He profits most who serves best," for he served greatly and profited in proportion.

John H. Patterson stands out as one of the great men of America, not because he made the best cash register, but because he made the world a better and a brighter place for countless men and women. He was the first to let the sunlight and the fresh air into the factory. It is because of the example he set and of the ideals he preached to the world that light, ventilation, beauty, and education are now found in industrial institutions all over the world.

He made every effort to provide for the physical, mental, moral, and financial well-being of his employees and, doubtless to his own surprise, found that practical altruism paid for itself in dollars and cents. He cast his bread upon the waters and it returned to him. He found that the right working conditions, the right living conditions meant employees with clearer brains and steadier hands, and these in turn meant a better product.

Mr. Patterson took a leading part in all philanthropic and charitable movements. He worked for all the citizens all the time, regardless of creed or color. His heart and his purse were always at the service of any worthy movement for the good of his own people and for the promotion of ideas that would work for the betterment of mankind in general.

Mr. Patterson had discovered a great law of life, but it meant far more to him than personal gain. He did not rest until he had led the employing class to follow his example. He preached the square deal to the employee, and by so doing lightened the burden on the shoulders of millions. He called it welfare work, and his greatest joy in life was the realization that, as he expressed it, "The good we have done will go on forever."

## Modern Factory Buildings

Mr. Patterson built the first modern factory building. Four-fifths of the wall space is of glass. He had the buildings of the N. C. R. plant erected in this way to promote the health of employees and increase their efficiency. The result from such buildings was inves-



Building Occupied by The Boys' Box Furniture Company

tigated by manufacturers everywhere, and today all modern factories have adopted the idea of furnishing plenty of light and air.

The setting for the N. C. R. buildings consists of beautiful lawns, flowers, and other foliage. Climbing vines and greenery also adorn the outside surface of many of the buildings. So unusual is the appearance of the factory and its surroundings that it is often referred to as an "industrial university."

### **Education**

One of Mr. Patterson's favorite sayings was, "We progress through change." He emphasized always the prime necessity to "Think." He was a student to the last day of his life. To have a meeting place for employees, he built the first industrial schoolhouse. It is a beautiful building and Mr. Patterson often referred to it as the "powerhouse."

The N C R Schoolhouse has always been open to conventions of manufacturers, merchants, professional men, and social and religious organizations. Many conventions are held in the Schoolhouse.

He bought thousands of books, subscriptions to newspapers and magazines, and distributed them widely. He gave many educational trips, not only to employees, but also to preachers, teachers, laymen, and school children. Thousands of slides and picture films are loaned to promote educational work.

### **Schools**

Schools are held for apprentices, mechanics, and foremen. There is even a book of rules for executives to study. There are night schools for those who cannot attend during the day. There is opportunity for every one.

Mr. Patterson led and financed the fight to take the schools out of politics, introduce a modern system of education, and promote the

best methods in training the child for efficient citizenship. He gave his time and money to encourage the introduction of vocational education and co-operative schools.

### **Education of Children**

Mr. Patterson never forgot that the boy and girl of today are the man and woman of tomorrow, and that education in all that goes to make good citizenship cannot begin too early. He established the first free kindergarten in the city of Dayton and also a non-sectarian Sunday school. Classes were held in manual training for boys and domestic science for girls.

He set aside land for boys' and girls' gardens, furnished all equipment and employed competent instructors. The Boys' Farm Club was organized to encourage boys to work on farms during vacation. The Boys' Box Furniture Company was organized to teach the boys useful arts. They make and sell many useful articles, the profits from the work going to the boys themselves. Mr. Patterson also financed and organized the first children's playground in Dayton. Saturday morning meetings are held for children in the factory Schoolhouse, with entertainment and refreshments provided by Mr. Patterson.

### **Teaching Through the Eye**

Mr. Patterson always emphasized the importance of teaching through the eye, maintaining that the impression made upon the mind by such means was much stronger than through the ear. For this purpose he used charts, chalk talks, stereopticon and moving pictures, demonstrations, pageants, and playlets.

### **Lectures**

Visitors are always welcome at the factory and are entertained with a lecture and a trip through the factory. Health lectures are delivered frequently at the factory and in many communities. Speakers are sent to deliver lectures to merchants all over the country.

While Mr. Patterson was deeply devoted to the interests of his own community, his work extended far beyond such a limit. Immediately after America entered the late war, Mr. Patterson prepared a wonderful pictorial lecture, "Wake Up, America!" and sent out a force of lecturers to deliver it all over the country. Mr. Patterson had also prepared a lecture on social hygiene, illustrated with moving pictures and stereopticon slides, which was approved by United States army officials, and delivered at Mr. Patterson's expense to hundreds of thousands of American soldiers in cantonments. He promoted and financed a survey of vocational and visual education in the

that a young man's spirit could be conveyed into an old man's body, it is not unlikely but this great wheel of the spirits might turn about the lesser wheels of the parts, and so the course of nature become retrograde. The spirit, if it be not irritated by the antipathy of the body inclosing it, nor fed by the overmuch likeness of that body, nor solicited nor invited by the external body, makes no great stir to get out. / *E. W. Brath -*

A.B.

We denounce unto men that they will give over trifling, and not imagine that so great a work as the stopping and turning back the powerful course of nature can be brought to pass by some morning draught, or the taking of some precious drug; but that they would be assured that it must needs be that this is a work of labor, and consisteth of many remedies, and a fit connection of them amongst themselves.

If a man perform that which hath not been attempted before, or attempted and given over, or hath been achieved, but not with so good circumstance, he shall purchase more honor than by affecting a matter of greater difficulty, or virtue, wherein he is but a follower.

Experience, no doubt, will both verify and promote these matters. And such, in all things, are the works of every prudent counsel, that they are admirable in their effects.

*Far Hills Dec Sunday 29/1912*

*Far Hills Nov 12/1914  
SWP 17BP him*

*City Carlton Hotel N.Y. Dec 5/17*

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Saturday Morning Children's Meeting in N C R Schoolhouse

United States and Europe and sent out lecturers to educate the people on these subjects.

### **Pyramid Organization**

Under Mr. Patterson's direction, the N. C. R. organization was the first large industrial institution to be chartered under the pyramid plan. The purpose of this plan is to fix responsibility and to have one governing head with undivided authority. This plan has been adopted by many industrial organizations throughout the world.

Similar plans worked out at the suggestion of Mr. Patterson were used in preparing charts for the state of Ohio and the government of the United States. Artistically framed charts of the national government were presented to the President, members of his cabinet, and each member of Congress.

One of the later things Mr. Patterson did was to prepare a chart, drawing a comparison between the business organization of the United States government and a big industrial organization. He had urged the retention of McCook Field in or near Dayton, and his last personal act was the preparation of a chart to show why aviation should be kept a separate and distinct branch of national defense and supported as such.

### **Profit-Sharing**

In 1917, Mr. Patterson put into operation in his factory a profit-sharing plan. He believed that the workers should share in the profits of industry. The profits of the Company are divided on a 50-50 basis. All employees with more than thirty days' service are entitled to share, the shares being graduated according to the measure of responsibility held by each. This is fair to all and adds an additional incentive for each employee to strive for a higher classification.



The Employees' Advisory Board in Session

### **Employees' Advisory Board**

The N C R Advisory Board was established in 1920, as Mr. Patterson felt that it would draw closer the bond between workers and management. Members of the Advisory Board are elected by employees only, and no person occupying an executive position is entitled to hold office or vote. The purpose of the board is to discuss with the management all questions involving factory conditions, output, hours, etc.

### **Salesmanship**

Mr. Patterson originated the idea of holding conventions of the salesforce, and was the first industrial leader to place salesmanship on a really scientific basis. He provided primer and manuals for the selling force and held regular training schools for salesmen. He believed the wives of N. C. R. salesmen should know N. C. R. selling principles, and in 1917 held a convention for the wives of members of the salesforce. It was the only convention of the kind ever held, so far as known.

### **The Dayton Foundation**

The purpose of the Dayton Foundation is to provide a permanent fund, the income from which would be used for everything that would benefit the city of Dayton and Montgomery County. It was established through a fund of \$250,000 contributed by John H. Patterson, Mrs. Julia Shaw Carnell, and Robert Patterson. This fund is under the trusteeship of certain Dayton banks and the income from the fund is to be disbursed by a distribution committee.

This foundation offers an opportunity for both small and large gifts by citizens in the interest of human betterment in city and

county. It provides for the support of charity, philanthropy, good government, education, beautification of city, and any other agency for the advancement of humanity.

### **Advertising**

As an advertiser, Mr. Patterson had few if any peers. In this respect he gained recognition the world over. He believed in and insisted upon the use of small words and short sentences. His theory was to make a thing so plain that a child could understand it; then it would be certain that any one could understand it. He also believed strongly in illustrations.

### **Children's Gardens**

Mr. Patterson originated the children's garden movement in the United States, furnishing land, tools, seeds, and instructors to the boys and girls of Dayton. Every boy and girl in Dayton between nine and thirteen years of age is eligible to membership in the children's organizations which Mr. Patterson had incorporated under the laws of Ohio.

### **Community Betterment**

Mr. Patterson's efforts toward bettering conditions were not confined to his own people or his own factory. After employing landscape gardeners to beautify the factory surroundings, he set out to teach the city the principles he had found so effective. He changed Dayton from an ordinary city into a city with a purpose, a program, and a personality. He established the first community gardens; he



Former City Home of Mr. Patterson. Now Used as an Educational Center

supported domestic science classes for women. Illustrated lectures on the fundamentals of planting and gardening were given not only in Dayton but in many other cities. Prizes were offered by Mr. Patterson for the best kept and most attractive yards and porches. Thousands of shrubs and packages of seeds were freely distributed. As a result of his methods in the immediate vicinity of the factory, "Slidertown," that section of the city in which the factory is located, which had previously been disorderly and undesirable, became known as South Park.

Mr. Patterson gave to Dayton, Hills and Dales Park, one of the finest parks in America, covering an area of over 325 acres. With the park were given a club house for men and a club house for women, as well as other administrative and service buildings all completely equipped. There are tennis courts, baseball diamonds, golf courses, forest camps, and a playground with a large wading pool for children. Mr. Patterson was one of the first, if not the first, wealthy American to open his private estate to public use. He also turned his city home into an educational institution for employees and the community, building a community hall in connection with it.

### **Clubs**

The first neighborhood club established by Mr. Patterson was the Rubicon Club, opposite the old Patterson homestead. As an outgrowth of this club, fifteen or more similar clubs were instituted throughout the city. A mothers' club movement which spread all over Dayton had its inception in the N. C. R. House of Usefulness. Mr. Patterson believed that clubs promoted social and business intercourse, understanding, and co-operation. He inspired the organization of The Dayton Woman's Club and largely financed the pur-



The Men's and Women's Club House of Rubicon



The Old Barn Club

chase of its fine club house. In the factory he organized the Advance and Progress Clubs for executives, The Woman's Century Club and the Nacareco Club for women employees, and the N C R Women's Club for the women of the N. C. R. employees' families.

### **Old Barn Club**

The Old Barn Club was the personal property of Mr. Patterson, but he turned it over to public use in order to provide country club advantages for those who could not afford the usual high dues. The annual membership fees are \$1. This club house is beautifully located and gives to its members all the benefits of a thoroughly modern country club house.

### **Modern City Government**

In 1896, Mr. Patterson, in a public address on the occasion of the centennial celebration of the city, outlined what Dayton should do to become a model city. He proposed in principle the present city-manager form of government for Dayton. This outline and purpose he kept before the public constantly.

Mr. Patterson had an illustrated lecture prepared on modern city government, and sent it to many cities throughout the United States. In 1912, he organized and financed entirely the Bureau of Municipal Research, out of which grew the present charter. Mr. Patterson was made chairman of the commission of fifteen who wrote the Dayton charter. In 1913, the charter was adopted, the new commission elected, and on January 1, 1914, the new government went into operation. The fundamentals provided for in this government are:

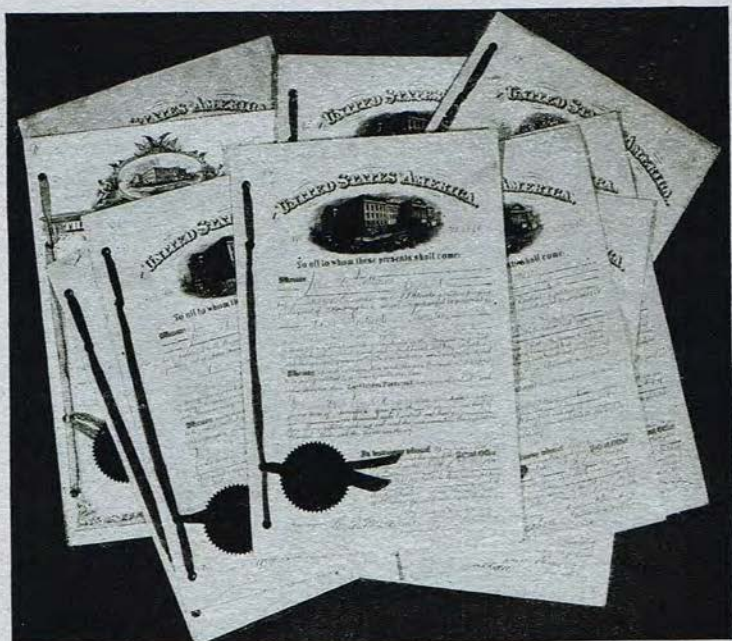
A—Initiative  
B—Referendum  
C—Recall  
D—Fixed responsibility  
E—Undivided authority

F—A segregated budget  
G—Modern system of accounting  
H—Classified service  
I—Publicity

This new charter provided for a public Welfare Department that was more comprehensive in its functions than ever before established in any city of the United States. The "Dayton Plan" of government received wide publicity and has led to better government in a great many other cities.

### Inventions

While John H. Patterson devoted the major portion of his time to running the business of The National Cash Register Company, he gave some of his time to devising intricate mechanical parts for the betterment of our product. In this connection the records in Washington show that twelve patents were issued to him; the first one on May 3, 1887, and the last one on April 24, 1915. This gives some idea of his inventive genius. These patents were for cash registers and indicating mechanisms.



Twelve Letters Patent Issued to John H. Patterson by the United States Patent Office

# Mr. Patterson's Last Letter

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May 5, 1922.

Hon. Herbert Hoover,  
Secretary of the Department of Commerce,  
Washington, D. C.

Dear Mr. Hoover:

I have learned with pleasure that you are going to honor Dayton with a visit as the guest of the Chamber of Commerce on June 6. I am looking forward to the privilege of renewing my acquaintance with you.

It will be an inspiration to our people to come in personal contact with you. You are doing so much good for America and the rest of the world that I am glad you have declined all inducements to give up your post.

Very truly yours,

(Signed) John H. Patterson.

## **Mr. Patterson's Last Day in Dayton**

On Saturday morning, the day before his death, about eleven o'clock, he came to his office at the factory and spent a very busy forty minutes in conference. The purpose of this conference was to complete the discussion of ways and means for the permanent retention of the U. S. Air Service experiment station at Dayton. The preceding day this subject had been discussed with Brigadier General Mitchell and Major Bane, of the U. S. Air Service, at his home at Far Hills. He was never in better spirits than at these conferences.

In this last meeting in his office, Mr. Patterson talked at some length about the U. S. Air Service and the cause of aviation in general. He laid stress upon the advisability of separating the air service from the army and navy service. He went into considerable detail in regard to this question. To make his ideas clear and lasting, and to serve as a guide for further action, he drew up a characteristic chart which was the last he ever made.

Leaving the factory he called on an old friend and long-time employee to express sympathy in the recent death of his wife. He then went to his home and later in the day started for Atlantic City—his last earthly journey. While enroute, and just a few minutes after leaving the North Philadelphia station, the pilgrimage of life was ended.

Mr. Patterson was granted the realization of a privately expressed wish, that the life thread might snap suddenly in the midst of his

work. There was no warning, no painful waiting for the end. "In a moment, in the twinkling of an eye," he left us to enter into his eternal home of unbroken blessedness.

His body lay in state in the rotunda of the office building, guarded in honor by a corps of men who had worked for him almost a generation. Fifteen thousand employees and citizens paid their final tribute of love and respect as with tear-dimmed eyes they looked into the calm countenance of their beloved leader and friend.

During the funeral service at his Far Hills home, the U. S. Post Office, banks, business houses, factories, the public schools, and the city government offices were closed. Flags on all public buildings were at half-mast. One of the most tender features of the burial ceremonies was the strewing of flowers along the route to the cemetery by many hundreds of little school children from all sections of the city. His body rests in the family burial plot in beautiful Woodland Cemetery, a few blocks away from the factory and his boyhood home.

### **Away**

I cannot say and I will not say  
That he is dead. He is just away!

With a cheery smile, and a wave of the hand,  
He has wandered into an unknown land

And left us dreaming how very fair  
It needs must be, since he lingers there.

And you—O you, who the wildest yearn  
For the old-time step and the glad return.

Think of him faring on as dear  
In the love of there as the love of here.

Think of him still as the same, I say:  
He is not dead, he is just away.

—James Whitcomb Riley.