

## Avery Brundage: Chicago Businessman

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Avery Brundage is known as the developer of the modern Olympics movement. He competed in the Stockholm Olympics of 1912, joined the International Olympics Committee in 1936, and served as president of the I.O.C. from 1952 to 1972. World War II caused the cancellation of the games in 1940 and 1944. Brundage and Sigfrid Edstrom of Sweden reorganized the postwar I.O.C., extended a Eurocentric movement to Asia and Africa, and marketed an international sports spectacular to television viewers throughout the world.<sup>1</sup>

The idealistic supranational basis for the Olympics required a substantial investment of Brundage's time and money. "Converted" to Olympism in 1912, his fortune was based on his success as a Chicago building contractor between 1916 and 1930 and an equally successful shift to property investments in the 1930s. He was not as well known as fellow-Chicagoans Al Capone, Robert R. McCormick, Bill Thompson and Ed Kelly, but his business career reflected the economic strength of the city and enabled him to lead a global sports movement.

The Charles Brundage family moved from Detroit to Chicago in 1892. The head of the household was a building contractor and Chicago was erecting monumental structures for the World's Columbian Exposition. Six year old Avery Brundage was impressed by the Exposition's "handsome buildings" and "splashing fountains." The father soon left the family and Avery lived with his mother, Minnie, and younger brother, Chester, at 5560 Shields Avenue on the South Side of Chicago. Avery delivered newspapers. His mother worked as a clerk in the Loop and he attended the English and Manual Training High School on Clinton Street. Upon his graduation, the family moved to 3526 Evanston Avenue on the North Side. In 1914, they moved to 846 Bradley Place near Wrigley Field.<sup>2</sup>

At an early age, Brundage had career goals in mind. Graduating from high school at seventeen, he entered the University of Illinois in the fall of 1905. After his freshman year, he spent the

summer as an instrument man on a surveying gang that was relocating a railroad through Gary, Indiana. After his sophomore year, he worked as assistant construction superintendent on a million dollar mansion for publisher Victor Lawson. When Avery returned to the university in the fall of 1907, a friend sent detailed weekly progress reports on the backs of postcard views of the construction project. In 1908, he published a short paper in the College of Engineering's *The Technograph*. Under the title "Is There Something Wrong with Current Engineering Education?" he cited an industrial manager's criticism of college graduates. He concluded that technical education was "barely out of its infancy" and that its defects and errors were being corrected.<sup>3</sup>

In 1909, with a degree in civil engineering and his summer experience, Avery was able to secure employment as a building inspector and construction superintendent with the prestigious architectural firm of Holabird and Roche. For three years he acquired experience on the Republic Building, Hotel Sherman, A.M. Rothschild Store and the Monroe Building. At twenty-four, he had supervised \$7,500,000 of construction work – nearly 3% of all new construction in the city. In his spare time, he visited other projects and continued his track training under the tutelage of Martin Delaney of the Chicago Athletic Association.<sup>4</sup>

Avery Brundage demonstrated versatility and determination in launching a business career and in athletic training and competition. He was a member of high school and university track teams and the 1912 Olympic team, and was the American decathlon champion in 1914, 1916 and 1918. As the "all-around" champion in ten track and field events, he competed in a period of strong public interest in military preparedness and physical fitness. Reviewing his career, Roger Butterfield noted that "the friends he has made and the publicity he received as a college athletic star were of great help in getting him started." In 1912, Avery quit his job with Holabird and Roche to compete in the Olympics. Upon his return from Europe, he secured a position as construction superintendent with John Griffith and Sons Contractors. For this firm, he worked on the Cook County Hospital, Morrison Hotel, Monroe Building and the National Biscuit

Company warehouse.<sup>5</sup>

In 1915, six years after graduation from college, the twenty-six year old contractor organized the Avery Brundage Company. He also joined the Chicago Athletic Association. His uncle Edward, a director of the Brundage Company, had been a member of the Athletic Association since 1908. Avery's uncle had inherited Mayor Fred Busse's north side political following in 1916, formed an alliance with Medill McCormick of the *Chicago Tribune* family and served as Illinois attorney general from 1921 to 1925. He usually opposed Mayor William H. Thompson, who called him "a corporation lawyer whose principal business before election was to aid rich tax dodgers in escaping their just share of the expenses of government." Avery's "Cherry Circle" affiliation led to further social contacts and he became a member of the Chicago Yacht Club and the Masonic order. In December 1917, he listed his annual income as between \$10,000 and \$20,000.<sup>6</sup>

During World War I, Brundage worked on military construction projects. He had been unsuccessful in an application for a commission as a major in the Army Ordnance Corps. After the war, he was an active member of the Construction Division Association which was comprised of men who had built military facilities. He served as president of the Association from 1926 to 1928 and presided at the February 11, 1928, eighth annual meeting at the Hotel Biltmore in New York.<sup>7</sup>

Avery Brundage was big, strong, agile and fast. Many other athletes had these qualities. They performed in the arena or on the field and then reminisced or embarked on careers that capitalized on their athletic fame. Brundage capitalized on his fame as an athlete, but his intelligence and competitive drive carried him far beyond his career as a track man. From 1923 to 1928, the total value of new construction in Chicago exceeded \$250,000,000 each year. The peak year was 1926, with over \$366,000,000. The Avery Brundage Company built only a small portion of total, but it was among the leading builders of large structures. Brundage specialized in large apartment buildings. The Sheridan-Brompton Apartments (1924), Jackson

Towers (1924), 1540 Lake Shore Drive (1925), 5830 Stony Island Avenue (1925), the Cornelia Apartments (1926), 1448 Lake Shore Drive (1927), 3800 Sheridan Road (1927), 5000 East End Avenue and 2440 Lake View Avenue (1927) involved millions of dollars and required huge quantities of concrete. Ranging from 13 to 27 stories in height, these buildings provided thousands of housing units. The Sheridan-Brompton overlooking Lincoln Park was built in five months. Speedy construction methods brought a quick return of \$40,000 a month in rentals, which offset \$15,000 a month in mortgage interest. 1540 Lake Shore Drive provided thirty luxury units on the "Gold Coast" in a \$1,540,000 building. 3800 Sheridan Road featured the Brundage Company's "winter work and scientific control" in the construction of a \$3,180,000 17-story building in eight months. Brundage used an on-site mixing plant that provided 5,600 cubic yards of cement, poured unique hot-mixed and cured concrete, and housed the construction trade offices outside the structure. The Brundage firm's total involvement was evident in that the president and treasurer of the owners, the 3800 Sheridan Road Building Corporation, was Chester L. Brundage, Avery's younger brother.<sup>8</sup>

The Avery Brundage Company also built hotels. The Shoreland residential hotel in the Hyde Park district contained 860 guest rooms, cost over seven million dollars, and was financed by Grenebaum Sons Bank and Trust Company's bond issue. The owners included Sol Klein and Gustav H. Gottschalk. In lieu of cash, Brundage received \$70,000 of preferred stock in partial payment for his services. He received 899 shares of stock from the Davis Hotel Corporation for a 14 story building built in 1926. The Brundage company also built the Knickerbocker Hotel, the Walker Hotel in Joliet (1922) and Hotel Gary (1927) in Indiana.<sup>9</sup>

In 1925, Avery Brundage, "distinguished engineer and builder," became the head of the Ivanhoe Real Estate Improvement Corporation, a \$100,000 enterprise for real estate development on Halsted Street at 144th Street in Dolton, Illinois. The Branigar Brothers, Chicago's "subdivision leaders," joined with Brundage's Ivanhoe Corporation to build homes, duplexes and apartment houses by the Illinois Central Railroad thirty minutes south of the Loop.

A full-page advertisement in the August 2 *Chicago Tribune* proclaimed that each Sunday "Packards, Pierces, Cadillacs and Lincolns merge with the humbler Fords and Chevrolets in an almost endless stream of traffic down our main double-boulevard."<sup>10</sup>

In addition to residential properties, the Brundage Company built office buildings. These included the Massasoit Building (1920), the sumptuous Illinois Life Insurance Company Building on Lake Shore Drive designed by Holabird and Roche (1923), the Chicago & North Western Railroad Company Building (1924), Emerman Building (1926), Public Life Insurance Company Building, Edison Electric Appliance Company Building and Brinks Express Company Building. The cornerstone of the million dollar Illinois Life Insurance Company Building was laid in August 1922. It became a federal court building before it was demolished in 1967.<sup>11</sup>

The Ford Motor Company's assembly plant at 12600 Torrence Avenue was the major industrial plant built by Brundage. A four million dollar job built in ten months, the huge South Side plant helped meet the national demand for "Model T's" in 1923. With 16 acres under one roof, the job required 150,000 sacks of Universal cement. In 1950, the plant produced 154,244 vehicles. A large industrial plant for Hubbard & Co. was built in 125 days during "unusually severe" winter weather. Other plants were erected for Canada Dry Ginger Ale, Economy Fuse & Manufacturing Co., James S. Kirk Soap Works, and Victory X-Ray Factory.<sup>12</sup>

The Avery Brundage Company built the Marshfield Trust & Savings Bank (1924), Security Bank (1924), the 10-story Covenant Club and the River Forest Community House. Among the unusual jobs was a two-story clubhouse for the Chicago Yacht Club (1923), which was built on a metal scow and floated to the Belmont Harbor Lagoon in Lincoln Park. Brundage built warehouses for the Chevrolet Motor Company, Bauer & Black and the J. B. Inderrieden Company.<sup>13</sup>

In his recollections, Avery Brundage wrote that "irregularities" on a large public works job caused him to give up "any ideas...of landing public works contracts." Although the encounter was not dated, Brundage was familiar with the interrelationship between politics and public works. In 1920, Chicago voters approved a

\$20,000,000 bond issue for lake shore and park improvement. In a June 1921 election, a coalition, including Avery's uncle and the Democrats, elected a slate of circuit court judges. The judges selected the South Park Commission, which would spend the bond issue money. In 1925, the Avery Brundage Company was the general contractor for the 23rd Street viaduct in the South Shore Development project, which extended the Chicago shoreline into Lake Michigan. Edward J. Kelly's South Park Commission paid two million dollars for this 700 foot structure, which provided access to the South Side by the Outer Drive. The Brundage firm also built the Grant Park bridges north of 12th Street, which required foundation work involving caissons, piles, abutments and steel erection around the Illinois Central railroad tracks without interfering with traffic. Brundage's Company built the Chicago Consolidated Bus Terminal at Wabash Avenue and Roosevelt Road and the de Luxe Tower Garage (1925).<sup>14</sup>

By 1925, the Avery Brundage Company had a payroll of \$50,000 per week. It was noted for speed, innovations and quality in its construction work. The president of an engineering firm specializing in large building projects wrote "that the progressive, snappy, up-to-date methods that Brundage has used on the Shoreland Hotel have been quite a revelation, and...they are so straightforward and honest that...they lean backwards." These characteristics attracted investors in residential and commercial properties. Other institutions also needed this expertise. In 1920-21, the Brundage Company was the general contractor for the Baha'i House of Worship in Wilmette, Illinois. A nine-sided reinforced concrete structure surmounted by a ninety foot circular dome; it was one of the most famous architectural works in the region. The Brundage Company also built the Garrett Biblical Institute (1927) at Northwestern University in Evanston, which was designed by Holabird and Roche.<sup>15</sup>

A member of the Associated General Contractors of America, the Builders' Association of Chicago, the Building Construction Employers' Association, the Western Society of Engineers, the Chicago Association of Commerce and the American Concrete Institute, the Avery Brundage Company was a leading general con-

tractor in the Chicago region. In January 1927, Brundage was elected to the Board of Directors of the Chicago Trust Company. In March 1929, he was elected chairman of the Associated General Contractors' Legislation Committee.<sup>16</sup>

By 1927, Brundage's business success enabled him to enjoy some of the privileges of wealth. In April, he joined Robert W. Tansill, a fellow member of the Chicago Athletic Association, and three men from Racine, Wisconsin on a three month, 15,000 mile trip to Alaska. He had a lifelong enthusiasm for travel and had attended the Paris Olympics in 1924. His business career had prevented long sportsman's vacations, such as his 1912 post-Olympics tour of Russia, Turkey, Greece and Italy. The "Alexander Revell-Field Museum Expedition to Alaska" chartered the "Ethel," a diesel-powered fishing boat, at Seattle and proceeded to the Alaska Peninsula to hunt "the famous Kodiak bear, the largest mammal on the American continent." In adorned prose, he described the hardships of the trip and "the spell of the sea which enthralles the heart of the sailor." The party stopped at Victoria, Vancouver, Prince Rupert, Ketchikan, Wrangell, Petersburg, Juneau, Yakutat, Seward and King Cove. With guides, they began their hunt at Cold Bay. Sleeping in tents and sod huts, the party killed ten bears. On the return trip, Brundage and three companions took the Alaskan Railroad to Fairbanks and a steamer on the Tanana and Yukon Rivers to Dawson and White Horse in the Yukon. They took the railway to Skagway to reboard the "Ethel," but Brundage and his friends had tired of primitive living conditions. They "chartered the most palatial suite of staterooms" on "one of the largest and best steamers" for the return trip to Seattle. The December 23, 1927 *Chicago Tribune* carried a wedding announcement on page 19. "Avery Brundage, wealthy Chicago contractor" and Miss Elizabeth Dunlap were married yesterday afternoon. After the service at the First Unitarian Church, the couple left for a month in Bermuda.<sup>17</sup>

As president of the Avery Brundage Company, Brundage reported \$50,000 of capital stock in 1927 and \$250,000 in 1929. The stock market crash brought a sudden end to Brundage's prosperity. He recalled, "In 1929, I was busted, I was completely broke." "Of

course, everyone else was broke, too, including many banks, including mine. I was a stock holder and got soaked with double indemnity, adding insult to injury. 7% guaranteed gold bonds were worth 3 cents on the dollar. We had to pay our bills, nobody paid us, and money didn't last very long." In 1934, the Avery Brundage Company's capitalization was reduced to \$150,000.<sup>18</sup>

From 1930 to 1937, Brundage chaired the Committee for the Protection of the Holders of First Mortgage Bonds Sold by H. O. Stone and Company. Of 101 real estate bond issues sold by the Stone Company, eighty were in default and taken over by the committee. Sixty-six of these properties were apartment buildings. In an October 30, 1931 report, the Committee reported that "the over-expansion in the real estate bond business" led to investments in buildings of poor design, poor construction and poor location. In the "midst of one of the greatest and most far-reaching depressions ever known", the committee sought to bring order out of the chaotic "condition" by accepting bondholders' deposits of defaulted issues, beginning foreclosure proceedings, purchasing the properties at sales and working out a reorganization plan for the management and disposition of each property. Joining Brundage on the committee were J. L. Kraft of the Kraft-Phoenix Cheese Company, Horatio Hackett of Holabird and Roche, Francis Blossom of Fred S. Jones Company and Charles M. Moderwell of the C. M. Moderwell Company. Working with a law firm and the Chicago Title and Trust Company, Brundage's committee applied its talents to resolving the crisis and acquired valuable experience in the financial management of Chicago real estate. By 1934, three quarters of the Stone properties had been acquired by the committee, which issued certificates to bondholders and paid delinquent taxes. In 1935, Brundage and Hackett succeeded in refuting charges that they had split appraisal fees for the Stone properties and turned back an attempt to move the reorganization proceedings from state to federal jurisdiction. By 1937, bondholders had received \$750,000 on \$28,572,000 worth of bonds issued by the Stone Company.<sup>19</sup>

By March 1931, Brundage was president of the Unitravel Engineering Company, which manufactured and installed precast



blocks between floors. In 1931, the Avery Brundage Company built an addition to the Maurice L. Rothschild Store at 304-308 South State Street in the Loop. This construction featured the Unitrave fireproof floor construction evolved by Brundage. In 1937, the Brundage Company's use of a ready-made filler between I-beams secured a \$200,000 remodeling contract to convert the Chicago Riding Club into the Chicago Arena. The "world's largest indoor ice rink" seated 4,000 and was built on a 250' x 85' concrete slab. In 1937, Brundage built a two story building for Brinks.<sup>20</sup>

The construction business slowed to a near standstill during the economic depression. In a 1932 article, Brundage asserted that the depression had caused the building industry to reduce costs by ending wastefulness and using less materials and labor. At a July 25, 1935 meeting of the Chicago Association of Better Housing Associations at the Union League Club, he said the New Deal's Federal Housing Authority had little to offer larger contractors, dealers and architects. He noted the gross volume of building permits had declined 99%. Small FHA loans did not promote large scale building. A lack of financing and a need for construction standards hampered the construction industry. The meeting concluded that the government should "go farther" and that contractors should sell their services. In 1935, Brundage secured the contract for the Oak Park theater, the first suburban cinema built since 1929.<sup>21</sup>

Avery Brundage's recovery from the depression and building a second fortune was documented by later writers. In 1956, a feature writer reported that he had "kept his head and refused to admit he was ruined. He enlarged his interests, entered the hotel and real estate business at depression prices (it was a time when you could buy a lot for very little) and set about remaking his fortune. There is no doubt he has the Midas touch." "His energies were divided between becoming a millionaire, and sport." In 1932, Brundage formed the Roanoke Real Estate Company. In 1960, Robert Shaplen reported that Brundage stayed solvent by accepting interests in buildings he had constructed "in lieu of payments due him." With his credit unimpaired at banks, he was able to acquire control of many valuable properties. He told Shaplen that he "at least knew

what was potentially good and what wasn't, and where future values lay." As the head of bondholders' protective committees, he knew the mortgage market, supervised foreclosures, and operated some of the properties. He told Shaplen that "you didn't have to be a wizard" to "buy stocks and bonds in depressed corporations for a few cents on the dollar – and then wait. I was just a little lucky." By 1960, his fortune was estimated at twenty-five million dollars.<sup>22</sup>

Brundage continued to use his image as a sportsman to advance his business career. From 1926 to 1934, he published a series of articles tying sports to business, and extolling "fitting in" and "personal efficiency." From 1930 to 1939, he advocated an annual sports week or carnival at meetings of Chicago civic organizations. He drew on his service as chairman of a grand jury where "we found that most of the crime was committed by youths between 18 and 24." He suggested that, if they had been interested in sports, they would not have been so interested in crime. As an investment, he predicted that a Chicago sports week could rival the Mardi Gras in New Orleans and the Olympics in Los Angeles. He concluded that the lessons learned in competition could pull America out of the depression. "Both business and sport thrive on competition...which leads to discovery and invention in one field and new records in the other." In 1932, he contributed an article on "Chicago As An All-Year-Round Resort" for a book on *Chicago's Accomplishments and Leaders* and chaired the Sports Committee for the 1933 Chicago World's Fair. In addition to the Chicago Athletic Association and the Chicago Yacht Club, he belonged to the Illinois Athletic Club and the Knollwood Country Club. An outstanding handball player, he maintained close contact with sports as president of the Amateur Athletic Union and the American Olympic Committee. From 1938 to 1942, he was an active promoter of sports and economic revival as an officer of the Chicago Association of Commerce.<sup>23</sup>

In December 1940, *Chicago Journal of Commerce* reporter Mabel Putnam interviewed Brundage on business prospects for the construction industry. He recalled the 1920s when investors built commercial or income-producing buildings with the expectation of "a fair and proper return on their investment." He noted that produc-

tive buildings "paid taxes," which, if "not wasted under our inefficient political system," were used to maintain and improve the city. He conceded that the "use of the real estate bond" was responsible for "an era of speculative building" that had brought great distress to individuals and communities in the "decade of the thirties."

He alleged that WPA public works involved proverbial waste in "uncontrolled and unchecked construction work." He was particularly concerned with the unfair competition of tax-subsidized public housing which was undermining the private enterprise system. Public works and social security were leading the country "down the road to state socialism."<sup>24</sup>

Brundage's political views were no mystery. He called himself "a hundred-and-ten-per-cent American and an old-fashioned Republican." By 1931, he was speaking on "Athletics versus Communism." At his 80th birthday party, he recalled that when he returned from a world tour in 1939, during which he had met "leaders of 50 countries," he "was smart enough" to say "there will be no war, no intelligent person would tolerate war." In August 1940, as honorary chairman of Chicago's Citizens Keep America Out of War Committee, he brought Colonel Charles A. Lindbergh and Senator Patrick McCarran to speak to 50,000 spectators in Soldier Field. On January 14, 1941 in the *Chicago Herald American*, he reminded readers of twenty-five years of "lies, distortions and fakes, the millions of dead, the ruined lives, the thousands of victims in hundreds of hospitals, not to speak of the unpaid war debts, the billions of dollars wasted, the inflation of the '20s, with the resulting collapse and misery and the taxes which we are still paying" and predicted that intervention would inevitably lead to "regimented labor, despoiled capital, vanished savings, the elimination of what remains of private initiative, an ever more staggering public debt, national bankruptcy and a virtual dictatorship." He alleged that "diabolically clever propaganda" had "brought the American public to a position where, ignoring our own shortcomings, we admit that we are a superior people and can cure the ills of all other peoples." He was a member of the America First Committee and later recalled that "Chicago was the headquarters of these committees which, of course, were all dis-

solved the minute we got into the war." In 1944, Brundage considered allowing his name to be submitted for the Republican gubernatorial nomination in Illinois, but concluded that he did not have time for a political career. In 1967, he urged reflection on "where we are today and where we would have been had we followed George Washington's advice."<sup>25</sup>

Brundage's major Chicago real estate investment was the La Salle Hotel. Built for \$6,000,000 in 1908, the La Salle was leased by Brundage on January 1, 1940. Located in the heart of the Loop's financial district, it was lost by the Ernest J. Stevens family when their Illinois Life Insurance Company collapsed in the depression. On June 4, 1946, a fire swept through the La Salle, which killed fifty-six people. By November 1947, Brundage had spent about two and a half million dollars to remodel and modernize the hotel.<sup>26</sup>

As chairman of the Roanoke Real Estate Company, Brundage had acquired both profits and experience in managing large buildings in Chicago and the suburbs. His holdings included transient and apartment hotels with more than 1,000 rooms. With a difficult market for huge private construction projects, he turned to investments in properties like those that he had built. In 1941, he bought a luxury apartment building at 3314 Lake Shore Drive that had been built in 1916. His Roanoke Company hired his construction company to remodel the large suites into smaller flats. He sold the building in 1944. During the war, the Brundage Company built a Radio School in Madison, Wisconsin for the War Department. In 1943, Brundage secured a \$471,000 FHA loan to build 100 apartment units for war workers in Brookfield. The Avery Brundage Company had the construction contract and Roanoke Real Estate managed the property. From 1953 to 1959, Brundage was chairman of the board of the Susquehanna Corporation, which used the Chicago, North Shore and Milwaukee Railroad as a tax loss offset against profitable investments in mining properties. He did not deny a legislative charge that he made more than a million dollars when he sold his shares in 1959.<sup>27</sup>

In a January 25, 1947 statement to *Realty and Building*, Brundage doubted that much construction would occur in 1947 because the income was inadequate to attract capital investments.

He excluded public works and buildings "which are usually erected without consideration of return." In 1947, Brundage became a member of the Bondholders Protective Committee for the bankrupt Missouri Pacific Railroad. In 1948, he dissolved the Avery Brundage Company.<sup>28</sup>

By 1947, Brundage had extended his hotel investments to the Cosmopolitan Hotel in Denver and the Hollywood Plaza Hotel in California. In 1946, he purchased the La Piñeta mansion in Montecito, California, near Santa Barbara. In 1947, he bought the Montecito Country Club for \$215,000. On February 1, 1949, he acquired Santa Barbara's El Paseo shopping center for \$450,000. In September 1952, the community tendered him a recognition dinner on his election as president of the International Olympic Committee. In September 1956, he announced plans for an addition to the Country Club. From 1957 to 1960, he owned the El Presidio business block and the Montecito Inn in Santa Barbara. In 1950, Brundage also held an interest in the Silver Peak mine in Nevada.<sup>29</sup>

The 1920s have been called the "Golden Age" of sports. Red Grange, Babe Ruth and Bobby Jones emerged from the sports pages as popular heroes. The United States went off the Gold Standard in 1933, but sports continued to be the great American preoccupation. Shaplen noted that sport "ranked with sex, success and salvation" as favorite topics of conversation. The sports pages provided new heroes every year. In the popular mind and among historians who reflected popular tastes, the athletes occupied center stage. Some sports historians were so focused on the athletes that they regarded the owners, investors and officials who stage "sports spectacles" as members of the supporting cast. The 1920s were also the "Golden Age" of Avery Brundage, Col. Robert R. McCormick and Philip K. Wrigley. The sports competitors, performers or entertainers were a visible symbol of a much larger enterprise. In a capitalist society, amateur and professional sports owed as much to the owner, the investor, the publicist, the manager and the official, as to the athlete. Americans thought of J. P. Morgan, John D. Rockefeller, Andrew Carnegie and the "Sixty Families" as models of American capitalists. Few of these individuals invested in sports. American sports were

dependent on the support of businessmen like Jacob Ruppert, August Busch, Philip Wrigley, George Halas, and Avery Brundage, and downtown athletic clubs and alumni groups. From 1919 to 1969, the businessman and capitalist also were symbols of success for many Americans. As a poor boy who rose to the top by his own skills and ingenuity, Brundage was close to the ideal. On his own terms and those of many of his contemporaries, his dedication and achievements were impressive.<sup>30</sup>

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## Notes

- 1 The best general biography of Brundage is Allen Guttman, *The Games Must Go On* (New York: Columbia University Press, 1984), especially pp. 110-116, 212-261. For an illustrated tribute based on Brundage's recollections, see Hans Klein, ed., *Avery Brundage: Die Herausforderung* (Munich: Pro Sport, 1972).
- 2 80th Birthday, Volume 1, p.6, Scrapbook 80, ABC; *Detroit City Directory* (Detroit: R.L. Polk & Co., 1890) 307; *Lakeside City Directory of Chicago*, 1904, p. 375; 1905, p.381; 1906, p.395; 1907, p. 397; 1910, p. 229; 1911, p.234; 1912, p.240; 1913, p.235; 1914, p.256; 1915, p.263; Roger Butterfield, "Avery Brundage" in *Life*, June 14, 1948, p. 117; *The Westward Homecomer*, p.2, December 1926.
- 3 Application for Ordnance Commission, Dec. 28, 1917, Box 334, Avery Brundage Collection, R.S. 26/20/37, University of Illinois Archives. Unless otherwise indicated, all citations are to items in the Avery Brundage Collection (ABC); "H.M." to Avery Brundage, August to November, 1907, Scrapbook 10; *The Technograph*, 22 (1908), Box 244.
- 4 Application for Ordnance Commission, Dec. 28, 1917, Box 334; *The Westward Homecomer*, p.2, December 1926; Scrapbook 80, pp. 6, 9.
- 5 Application for Ordnance Commission, Dec. 28, 1917, Box 334; Butterfield, "Avery Brundage", *Life*, June 14, 1948, p. 118; *The Westward Homecomer*, p. 2, December 1926.
- 6 Application for Ordnance Commission, Dec. 28, 1917, Box 334; *Chicago Blue Book* (Chicago: Chicago Directory Company) 327; Green B. Raum, *History of Chicago Republicanism* (Chicago: Rollins Publishing, 1900) pp. 312-3; Lloyd Wendt & Herman Kogan, *Big Bill of Chicago* (Indianapolis: Bobbs-Merrill, 1953) pp. 56, 86, 163; John P. Schmidt, *The Mayor Who Cleaned Up Chicago* (DeKalb: Northern Illinois University Press, 1989) p. 49; Carroll H. Woody, *The Chicago Primary of 1926*, (Chicago: University of Chicago Press, 1926) pp. 17, 21, 29; Scrapbook 10.
- 7 G.C. Munoz to Major Roberts, Jan. 6, 1918, Box 334; Scrapbook 10, p. 2; Scrapbook 14.
- 8 Frank A. Randall, *History of the Development of Building Construction in Chicago* (Urbana: University of Illinois Press, 1949) p. 294; *Avery Brundage Company, General Contractor* (Oak Park: Pioneer Publishing, 1927), pp. 7, 13, 16-17, 19, 23, 26, 28-29 (Hereafter cited as *General Contractor*); Scrapbooks 14 & 18.

- 9 *General Contractor*, 9, 14, 17, 22, 24, 31.
- 10 *Chicago Tribune*, August 2, 1925 in Scrapbook 10.
- 11 *General Contractor*, 10, 12, 16, 24-25; Scrapbook 80.
- 12 *General Contractor*, 3-5, 6, 8, 11; Scrapbook 14; "Chicago Assembly Plant" with Cathleen Latendresse to Maynard Brichford, April 19, 1991.
- 13 *General Contractor*, 14, 18, 20, 22, 30.
- 14 Avery Brundage "Olympics Manuscript," Chapter 1, p. 17, Feb. 24, 1972, Box 330; William H. Stuart, *The Twenty Incredible Years* (Chicago: M. A. Donohue, 1935) pp. 123, 135, 138; *General Contractor*, 16, 20, 27, 30.
- 15 Meyer Fridstein to Milton Plotke, July 24, 1925 in Scrapbook 10, ABC; *General Contractor*, 21.
- 16 *General Contractor*, cover; William T. Anderson to Avery Brundage, January 13, 1927, Scrapbook 14; D. H. Sawyer to Avery Brundage, March 5, 1929.
- 17 Avery Brundage, "An Alaskan Hunting Trip" in *The Cherry Circle*, 15:5:9-12, 42-43 (November 1927) in Box 244; Scrapbook 80; *Chicago Tribune*, December 27, 1927, p. 19.
- 18 Avery Brundage Company Annual Reports, 1927, 1924, Box 1879, Corporation Shucks, Illinois State Archives; 80th Birthday Volume 1, p. 10, Scrapbook.
- 19 Scrapbook 10; *Chicago Tribune*, Dec. 9, 1934, March 21, 1937 in Scrapbook 12B; *Chicago Daily News*, Nov. 14, 1935.
- 20 *Chicago Daily News*, July 7, 1931 & January 16, 1937, Scrapbook 14; Unitrave Engineering Company, 1931, Box 325; Unitrave Announcement, Oct. 30, 1931, Scrapbook 13; Scrapbook 10.
- 21 Scrapbook 10.
- 22 Poppy Richard, "Olympic President" in *The Queen*, Aug. 22, 1956; *Illinois Alumni News*, Dec. 27, 1943 in Scrapbook 13; Robert Shaplen, "Amateur" in *The New Yorker*, July 23, 1960, p. 52.
- 23 Scrapbooks 12C, 13 & 18; Chicago Advertising Club Speech, March 9, 1939 in Box 244; Glenn A. Bishop, comp. *Chicago's Accomplishments and Leaders* (Chicago: Bishop Publishing Co., 1932) 68, 70-74.
- 24 "An Interview with Avery Brundage," *Chicago Journal of Commerce*, December 10, 1940, Scrapbook 2.
- 25 Shaplen, "Amateur," *New Yorker*, July 23, 1960, p. 62; Charles A. Lindbergh, *The Wartime Journals of Charles A. Lindbergh* (New York: Harcourt Brace Jovanovich, 1970) pp. 374-375; Scrapbooks 1 & 18; 80th Birthday Volume 1, p. 11, Scrapbook 80.
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