

ROLLIN M. GERSTACKER FOUNDATION

P.O. BOX 1945
MIDLAND, MICHIGAN 48641-1945

July, 2024

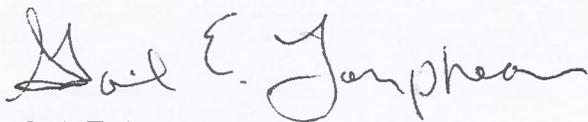
Midland, Michigan, has expanded and developed through the efforts over time of those individuals who lived in and loved this community.

Time has made their work less visible, and they rarely receive recognition for inspiring lives and community development.

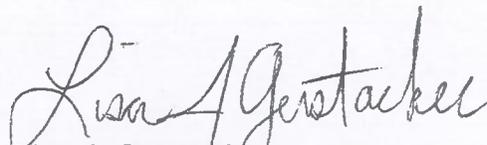
Two of these community builders were our great aunt Elsa U. Pardee and great uncle James T. Pardee. Elsa and James Pardee died in 1944 and little has been shared about them since. Few people realize the Pardee's financial resources are the basis for multiple philanthropic foundations, social service and economic entities in Midland.

This booklet, researched and written by archivist/historian, Tawny Ryan Nelb, brings together previously unpublished information and photographs to tell their story and celebrate the community contributions of our ancestors, Elsa and James Pardee.

We hope that you enjoy this publication.



Gail E. Lanphear
President
Elsa U. Pardee Foundation



Lisa J. Gerstacker
President & CEO
Rollin M. Gerstacker Foundation



James Thomas and Elsa Uhinck Pardee

Philanthropic Community Builders

By: Tawny Ryan Nelb
2023

Rollin M. Gerstacker Foundation
Midland, Michigan

Cover: James T. and Elsa U. Pardee at Case School of Applied Science Founders Day, Cleveland, Ohio, March 14, 1940, courtesy Pardee Papers

James Thomas and Elsa Uhinck Pardee: Philanthropic Community Builders

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Acknowledgements:

Pulling together biographical information requires researching a tremendous number of historical resources, each of which provides a piece of the story's puzzle. Every one of the people acknowledged below helped make telling this story possible by providing research material or wise council. Thanks to members of the Rollin M. Gerstacker Foundation: former Chairperson Gail E. Lanphear, Chairperson Laurie G. Bouwman, President and CEO Lisa Gerstacker, Executive Vice President William Schuette, Treasurer William Lauderbach, and Grants Administrator Ruth Ann Wright; Elsa U. Pardee Foundation Staff Assistant Julie Foye; Archivist Patrick Shea of the Science History Institute; Archivist Marian Matyn of the Central Michigan University Clarke Library; Annie Dempsey of the College of Wooster, Archivists Helen Conger and Julia Teran of the Case Western University Archives; Archivist Linda Farynk at the Alden B. Dow Archives; Reporter Victoria Ritter and Managing Editor Dan Chalk of the *Midland Daily News*; Grace A. Dow Librarians Jennifer Foster and Ann Jarvis; William Lanphear; local historian Floyd Andrick; Marnie Ferraro and Jaleesa Distelrath of Quick and Reliable Printing; and Editors Sean Walsh, Ruth Ann Wright, and especially Dr. Robert G. Nelb, II who continues to provide valuable input for my local history writing.

**Tawny Ryan Nelb
August 2023**

Introduction

Midland, Michigan has expanded and developed through the constant work of those who lived here and loved this community over time. They were part of the city's cultural, social, financial, and recreational life,¹ and their volunteer and philanthropic contributions helped our community grow. These people are often selfless, but time has made their work less visible, and they rarely receive the recognition for inspiring our lives and community development. Two of these community builders were my great uncle James Thomas Pardee and his wife, great aunt Elsa Uhinck Pardee.

I was a small child when my mother Elsa Gerstacker Allen and my grandmother Eda Gerstacker brought me to visit them in the Pardee House. I vividly remember the good times we had together. James and Elsa Pardee died in 1944 and little has been shared about them since their obituaries were written at that time. Few people realize the Pardee's financial resources are the basis for multiple philanthropic foundations in Midland.

This booklet, researched and written by archivist/historian Tawny Ryan Nelb, brings together previously unpublished information including material from personal Pardee and Gerstacker family papers and photographs to tell their story and celebrate the benevolence and community contributions of my ancestors, James T. and Elsa U. Pardee.

Gail Lanphear
August 2023

James Thomas Pardee

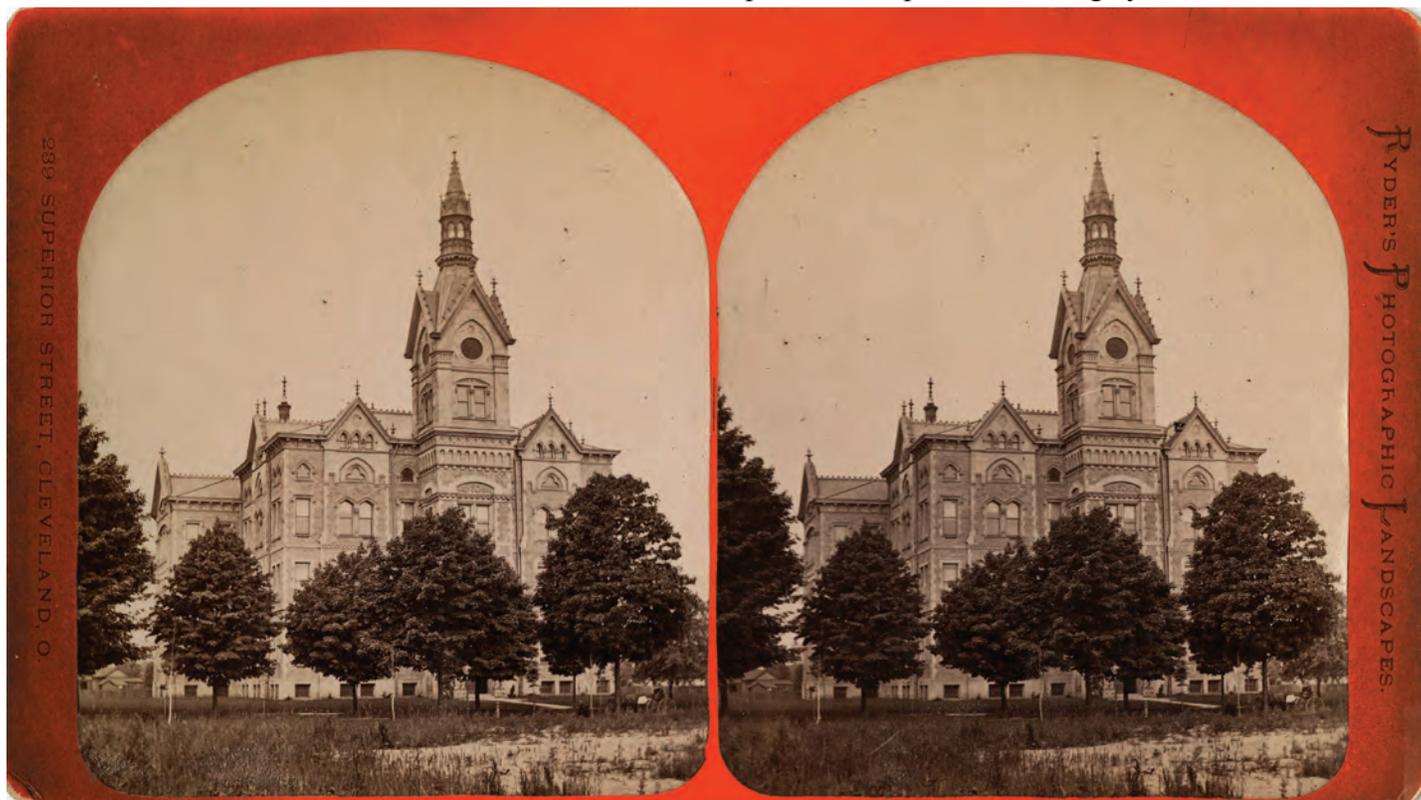


1. James Thomas Pardee, no date, courtesy Pardee Papers



2. Portion of Pardee & Co. invoice form, ca. 1900, courtesy Pardee Papers

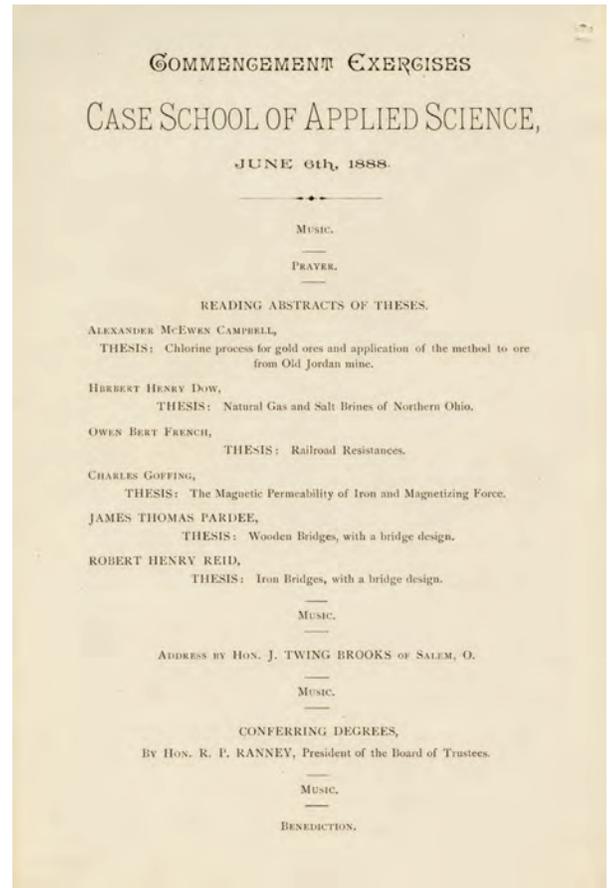
James Thomas Pardee was born in Cleveland, Ohio on September 18, 1867, to James and Helen Maria Race Pardee, both from New York State.² James Pardee had met Helen Race earlier in his career when he was a mate sailing on a Great Lakes steamer going ashore frequently in Oswego, New York where they met and married.³ James T. had a brother, William Albert Pardee,⁴ who was eight years older and a younger brother, Charles Frederick Pardee, who died at age six.⁵ James T.'s father was later a clerk, a bookkeeper, and a grocer and had a store at various locations in Cleveland including one at East 1177 F Street.⁶ The family lived at 167 and then 196 Dodge Street, and from 1903-1905, probably with the financial help of their son James T., they built a large home at 10220 Clifton Boulevard designed by architect John Eisenmann. James T. Pardee lived with his parents except for his college years.⁷



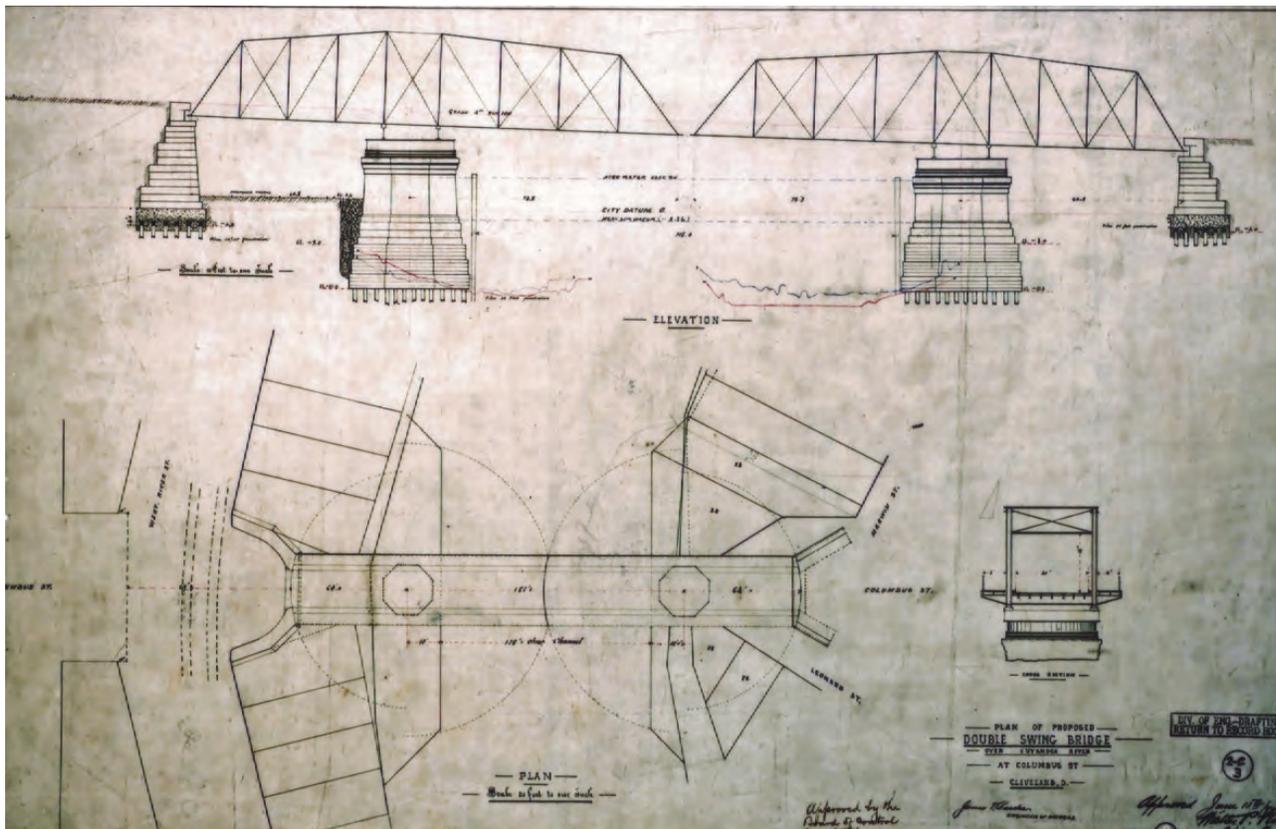
3. Stereoscopic photograph of Cleveland Central High School which James T. Pardee attended, 1883, courtesy Cleveland Public Library

Pardee attended Cleveland's Central High School where he served as class treasurer, acted in school plays, and graduated a semester early in the Latin-English Course track in early 1884 after delivering "an address on the character of Martin Luther and the incidents that made the great German reformer immortal." It was considered one of the best addresses of the commencement ceremony.⁸ In his book, *Growth Company: Dow Chemical's First Century*,⁹ historian Ellis N. (Ned) Brandt, remarked that although young James attended Cleveland Central High School in the same class as Herbert H. Dow (later founder of The Dow Chemical Company¹⁰), they only became lifelong friends after they both attended Case School of Applied Science (now Case Western Reserve University). James went on to study civil engineering at Case, graduating in 1888, in a class of six men, the same year as Herbert H. Dow.

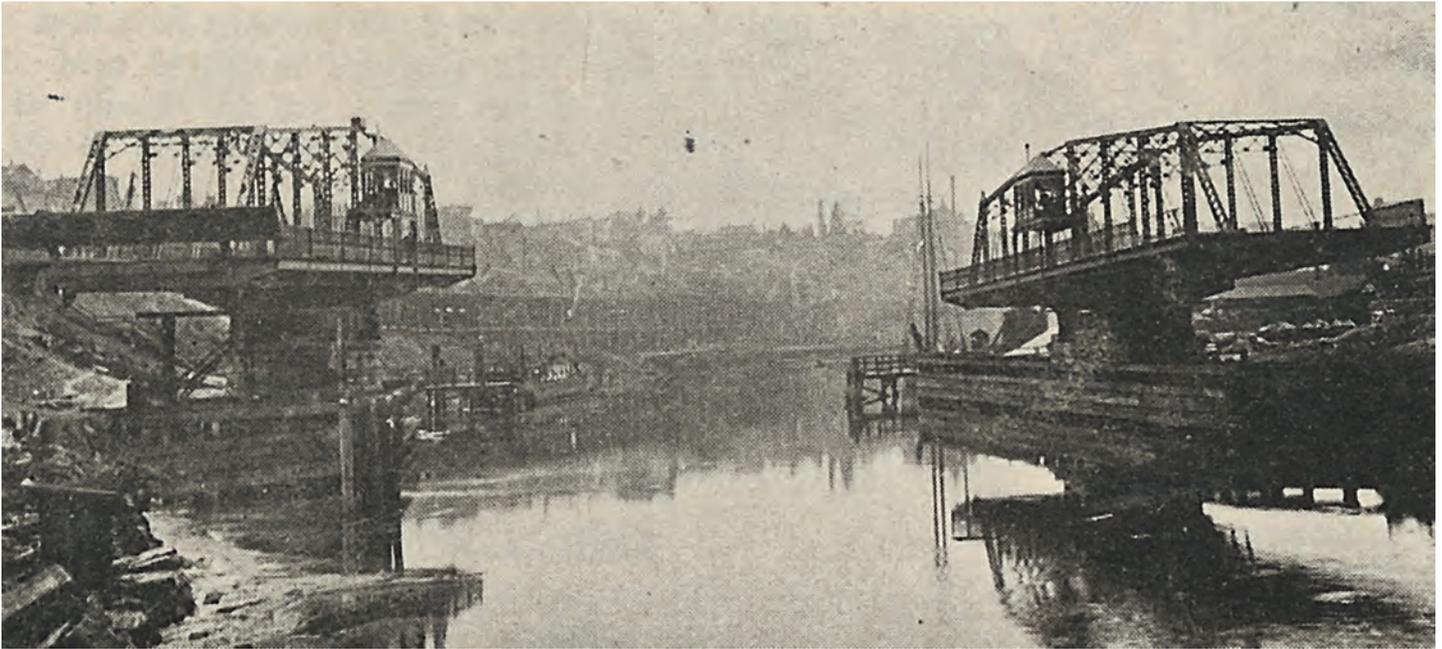
Their individual Senior Theses at Case School predicted their paths forward.¹¹ Pardee's thesis was on wooden bridges, and his theories would ultimately be applied to his engineering work for the City of Cleveland. Dow's thesis was on the gases and salt brines of Northern Ohio. In the same year as his graduation, Dow invested in his first company, the Canton (Ohio) Chemical Company, to make bromine, but it was undercapitalized and closed after less than two years.¹²



4. James T. Pardee's and Herbert Henry Dow's College Commencement Program, Case School of Applied Science, June 6, 1888, image 02625D3, courtesy Case Western University Archives



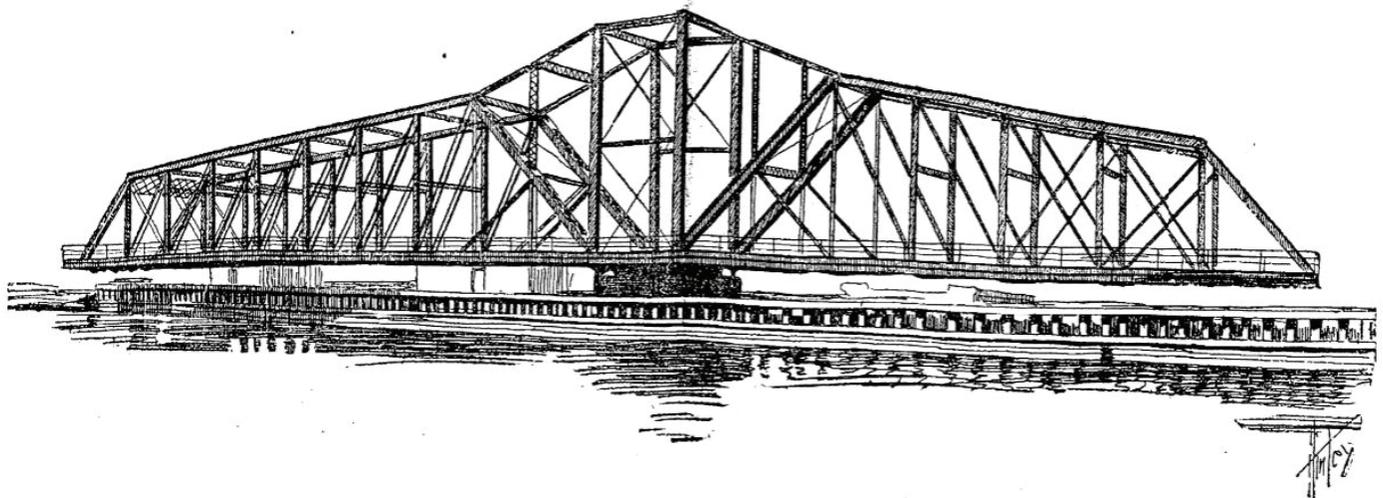
5. Drawing for Columbus Street double swing bridge designed by James T. Pardee, Cleveland, Ohio, 1894, courtesy Pardee Papers



6. Columbus Street double swing bridge, 1897, courtesy Cleveland Public Library

Pardee became a draftsman, first briefly working as a railway engineer in New York¹³ and then as a structural engineer for the Variety Iron Works in Cleveland until 1893.¹⁴ Then he worked for the City of Cleveland as the engineer in charge of bridges and viaducts. In that position, he designed the 1895 Columbus Street Bridge, the first double swing bridge in the United States. This nationally acclaimed bridge solved a problem created by the need for a bridge to cross a narrow channel at a bend in the Cuyahoga River. “The problem was to leave the channel free for traffic and use a minimum of waterfront land. Pardee devised a bridge with a swing pier at each end; the two parts meeting in the center. It was the first time such a bridge had used electric power...” instead of steam.¹⁵ Pardee refused to claim sole credit for the bridge saying the design was the work of several men,¹⁶ but he received accolades and honors for the invention. He also designed two other electrically operated bridges, including the one at Willow Street, helped plan for the better river navigation for the large ships then in operation, contributed to the development of the Cleveland dock facilities, especially the Erie Street pier, and he was one of the first to help develop the waterfront harbor.¹⁷ In 1901, he left the Bridge Department to become the city’s Assistant Chief Engineer with a salary of \$3,000 per year (\$108,000 in today’s dollars).¹⁸ But he only stayed in that position until August 1903¹⁹ since his outside work and financial life had changed dramatically several years previously due to an unexpected reconnection with Herbert H. Dow.

THE NEW STEEL BRIDGE OVER THE OLD RIVER BED AT WILLOW STREET.



7. Pardee-designed bridge at Willow Street, August 18, 1897, courtesy Cleveland Leader



8. Herbert Henry Dow, 1897, courtesy Midland County Historical Society Archives

On August 15, 1895, the same day as the inauguration of the Columbus Street Bridge, Dow renewed his earlier acquaintance when he approached Pardee about partnering with him on what was to become the experimental Dow Process Company in Navarre, Ohio.²⁰ Years earlier, when they were in college together, Dow had asked Pardee to be his business manager for future inventive businesses, but Pardee had turned him down to continue his engineering path.²¹ This new company was Herbert Dow's effort to develop an electrolysis process (passing an electric current through a substance) for extracting chlorine from salt brine to make bleaching powder. He had left his day-to-day work in the Midland (Michigan) Chemical Company that he'd founded in 1890 after an explosion in the laboratory.²² Dow was still a major stockholder though and retained his post as the Corporate Secretary.²³ This time, Pardee agreed to join Dow's new venture as Secretary and Treasurer of the Dow Process Company.²⁴

In addition to Pardee, Professor Albert W. Smith, a colleague of Dow's at Case School, Case President Cady Staley, and John C. Osborn, a longtime family friend, business partner, and a major investor in the Midland Chemical Company,²⁵ also invested in the new Dow Process Company.²⁶ After John Osborn, James T. Pardee had the second largest amount of Dow Process Company stock.²⁷

1		Dr.	Cash.
Sept	6	H. H. Dow for Stock	200 00
"	13	J. H. Osborn "	400 00
"	14	J. T. Pardee "	500 00
"	24	J. T. Pardee "	255 00
Oct	1	H. H. Dow "	200 00
Oct	8	Cady Staley "	600 00
"	8	A. W. Smith "	678 53
"	15	J. H. Osborn "	800 00
"	15	H. H. Dow "	100 00
Nov	1	H. H. Dow "	100 00
"	2	J. T. Pardee "	500 00
"	8	H. H. Dow "	200 00
"	15	A. W. Smith "	321 47
"	18	Cady Staley "	200 00
"	19	J. H. Osborn "	400 00
Dec	10	J. T. Pardee "	500 00
"	23	Cady Staley "	200 00
"	27	J. T. Pardee "	500 00
"		H. H. Dow "	114 12

9. Dow Process and Dow Chemical Stock Ledger showing early purchases, 1895, Miscellaneous Manuscript Collection, courtesy Midland County Historical Society Archives



10. Dow Process Company in Navarre, Ohio, ca. 1896, courtesy Science History Institute Archives

The experimental company was in Navarre, Ohio on land between the Ohio and Erie Canal and the Tuscarawas River, west of the canal towpath. Six buildings were built for a boiler, engine, warehouse, lab, two cell houses, and two vat houses all surrounded by a tall fence for secrecy.²⁸

When the successor company, The Dow Chemical Company, was organized in 1897, Pardee was one of the founders and stockholders²⁹ in the initial \$200,000 capital stock offering. In these early days, company directors' meetings were held in Cleveland where most of the larger investors lived.³⁰ Later, annual, or other meetings were held in Midland,³¹ and Jim Pardee attended and often stayed with the Dows, becoming "more or less part of the family." Dow Family member, Margaret Dow Towsley, said, "he had a lot of fun in him" and he would babysit for the Dow children and crawl around on all fours to amuse them.³²

Pardee sometimes traveled with the Dows on company business and multiple trips to chemical expositions.³³ According to historian Ned Brandt, "Dow frequently used Pardee as a sounding board or release valve for matters that had come up or that he wanted to bring up at board meetings, knowing that he could blow off steam to Pardee, or ask his advice, without his confidence being betrayed."³⁴



11. Herbert H. Dow holding Dorothy Dow and James T. Pardee holding Margaret Dow, ca. 1916, courtesy Bonnie Buchanan



12. Part of The Dow Chemical Company Magnesium Group and company administrators with French visitors, 1930, left to right, Louis Ward, John Gann, Willard Dow, William Hale, Oscar Diehl, unknown, E.O. Barstow, unknown, Earl Bennett, Ralph Hunter; James T. Pardee, Sheldon "Ted" Health, and the remainder unknown, courtesy Midland County Historical Society Archives

Pardee's belief in the chemical industry, in general, and especially in The Dow Chemical Company, encouraged him to increase his stock holdings over time and led to great financial success.³⁵ By 1910, Pardee was the second largest stockholder after Herbert H. Dow.³⁶ The *Case Alumnus* magazine from Pardee's alma mater said "Dr. Pardee lived through all phases of development of the new chemical firm at Midland. He saw [The Dow Chemical Company] grow from a tiny experimental building and a start [up] which was fraught with financial troubles and lawsuits to [become] one of the greatest chemical enterprises in the world."³⁷ Pardee became company Vice President from June 1901 to August 1941 and Secretary from May 1916 to July 1935.³⁸



13. James T. Pardee, no date, courtesy Pardee Papers

He served on their Board of Directors from its inception on May 18, 1897, at the Cleveland East End Savings Bank and was Chairman from April 1935 to August 1941.³⁹ The Dow Chemical Board of Directors attributed some of the success of the company in no small measure to Pardee's "guiding genius."⁴⁰ He showed "a sound and conservative business sense which [was] valuable to the company."⁴¹ In 1957, one of his former associates commented to the president of Case Institute of Technology (today Case Western Reserve University), Keith Glennan, that Dr. Pardee didn't climb the ladder of success at The Dow Chemical Company, "he helped to build the ladder."⁴² Years later, his nephew, Carl Gerstacker, commented, "Dr. Pardee was more than an uncle, he was a man I greatly admired and dearly loved.... Uncle Jim was never satisfied with anything short of the best. He was an exact and an exacting man. He required truly maximum performance from himself and from all associates with him."⁴³

Pardee, along with the other early board members, is credited with understanding local problems and having,

a considerate and friendly interest in the place in which they live. Those men who made the principal investment in and had management of a new venture in this city showed foresight; were liberal and progressive and travelled the way of the foremost inventive chemist of our age, Dr. [Herbert] Dow.

They assisted in giving this firm its flying start toward phenomenal success. Had they been any less alert in following that great genius into the dark by-ways of the unexplored, this might have been another story.⁴⁴

Historian Ned Brandt commented that,

Pardee had a reputation among his colleagues of having a strong character, a nimble and orderly mind, and a phenomenal memory for the names of hundreds of people. He had a fetish for counting things—the number of steps in a stairwell, the number of persons at a party, the mileage to wherever he was going. He always insisted on good grammar, in public or in private. People in Midland remembered him as an immensely friendly man who used to stop and talk to casual acquaintances in downtown Midland, inquiring how they lived and what they were doing.⁴⁵

Pardee's work on The Dow Chemical Company Board meant considerable time spent travelling weekly to and from Cleveland, New York City, or even Washington, D.C., if needed.⁴⁶ During World War I, Herbert H. Dow asked Pardee to move to Washington to help steer the company, "through a maze of wartime production requirements."⁴⁷ In 1921, he testified before the Ways and Means Committee of the U. S. Congress on behalf of the company reminding them of The Dow Chemical Company's contributions during World War I and asked for a protective tariff on bromides and bromine.⁴⁸ Pardee also filled in for Herbert H. Dow as Acting General Manager for the company during Dow's three month, 1922-1923, trip to Hawaii and Japan.⁴⁹ As Vice President and Secretary, he was often the public face for the company announcing stock dividends, profit margins, and other financial news, and presided at the annual meeting. He also represented the company at community celebratory events such as parades, participating in Dow Field Day, hosting Dow Chemical-related events such as Dow Dances, or observing the christening of The *City of Midland* ferry, built to cross Lake Michigan.⁵⁰

**The Chemical
State Savings Bank**
MIDLAND, MICHIGAN
Opened for Business Wednesday, March 14, 1917
Under Supervision of State Banking Department
Capital \$50,000.00

OFFICERS, DIRECTORS AND STOCKHOLDERS ARE:

C. H. Macomber E. W. Bennett L. A. Chichester John W. Thomson Thomas Griswold C. W. Jones James T. Pardee W. A. Markey	H. H. Dow E. O. Barstow F. N. Lowry G. A. Currie C. H. Niggeman C. W. McPhail G. Lee Camp D. A. Newland W. J. Orr
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A General Banking Business Will be Transacted
All Business Strictly Confidential

Will loan money on farm mortgages for a term of years, or to farmers in the usual manner for a shorter period of time. Mr. John W. Thomson, a farmer of Ingersoll township, will look especially after the farming interests, and will also clerk any auction sales taking the notes.

It is our desire to make this bank popular with all the people and to serve them all alike.

We will pay **FOUR PER CENT** interest on saving deposits, compounded quarterly on savings books. All money deposited before April 10th will draw interest from April 1st. **Safety Deposit Boxes for Rent.**

GRAND OPENING

We cordially invite everyone to call and help us celebrate an informal opening Saturday afternoon and evening, March 17th, whether you have business or not. We will be glad to welcome one and all.

Chemical State Savings Bank

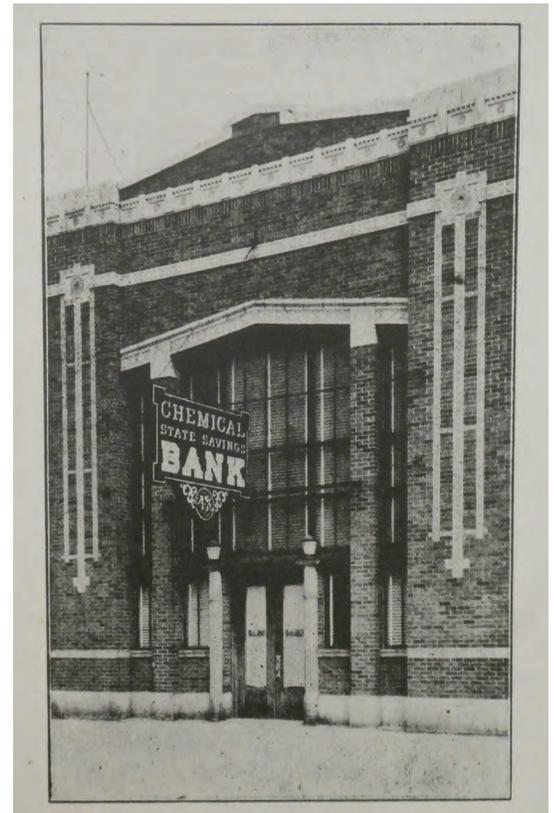
14. Advertisement for new Chemical State Savings Bank, *Midland Republican*, March 15, 1917, courtesy Grace A. Dow Library

After the death of Herbert H. Dow at Mayo Clinic in Rochester, Minnesota on October 15, 1930, along with Grace A. Dow and other family members, James and Elsa Pardee accompanied the body of Herbert H. Dow on the train back to Midland,⁵¹ and James would have provided mentorship to young Willard H. Dow when he took over the presidency of The Dow Chemical Company succeeding his father. Pardee retired from the Board on August 14, 1941, but held the title of honorary chairman emeritus until his death in 1944.⁵²

James T. Pardee was also a co-founder and director of Midland's Chemical State Savings Bank built at the northeast corner of Main and Townsend Streets in 1916. Although Midland already had banks, employees' holdings of stock in The Dow Chemical Company stock was considered insufficient collateral for loans. Herbert H. Dow urged that a bank be opened to serve these types of community needs, and James T. Pardee became a bank director along with E. O. Barstow, Gilbert A. Currie, and Thomas Griswold, Jr.⁵³ The consumer-oriented bank opened its doors on March 14, 1917, at 333 E. Main Street, and it was very successful. It survived independently until just after its 100th birthday when it merged with TCF Bank (now Huntington Bank). It kept some offices in Midland but moved its headquarters to Detroit, Michigan in 2019.⁵⁴

At his death, the Chemical State Savings Bank of Midland board commented,

Notwithstanding great demands upon his time in business affairs, Doctor Pardee took an active part in every movement for the welfare and betterment of his community. He was one of the cofounders [April 1917] of the Midland Community Center which brought recreational facilities [including an auditorium, gymnasium, men's and women's locker rooms, bowling alleys, committee rooms, dining room and kitchen] to the community at the corner of Townsend and Larkin Streets and was a member of its Board of Trustees.⁵⁵ He was a member of the Midland Country Club, St. John's Episcopal Church, and...the Midland branch of Rotary International.⁵⁶ Doctor Pardee was always interested in humanitarian work, and his generous bequests especially for the aid of crippled children⁵⁷ will be long remembered.⁵⁸



15. Chemical State Savings Bank advertisement, 1949, Luedders Directory, courtesy Midland County Historical Society Archives



16. St. John's Episcopal Church where the Pardees were members, ca. 1909, courtesy Tawny Ryan Nelb



17. 1926 Annual Rotary Picnic at the Herbert H. and Grace A. Dow Estate, left to right, James T. Pardee, Frank Thompson, Harold or Herbert Hardy, Charles Strosacker; unknown, Stewart Gordon, Dr. Joseph Sherk, and Gilbert Currie, portion of larger photograph, McKay Collection, courtesy Midland County Historical Society Archives

After World War I, the Midland County Welfare Association, a precursor group to today's United Way, was formed in June 1920, to help those in need of social services with an organized and consistent approach for sharing community resources. James T. Pardee was elected as a member of the Board of Managers the following year and personally donated to the fund. In its first two years, the Association collected \$22,200 (\$387,000 in today's dollars) and \$14,700, respectively, by door-to-door and business-to-business solicitation in the community.

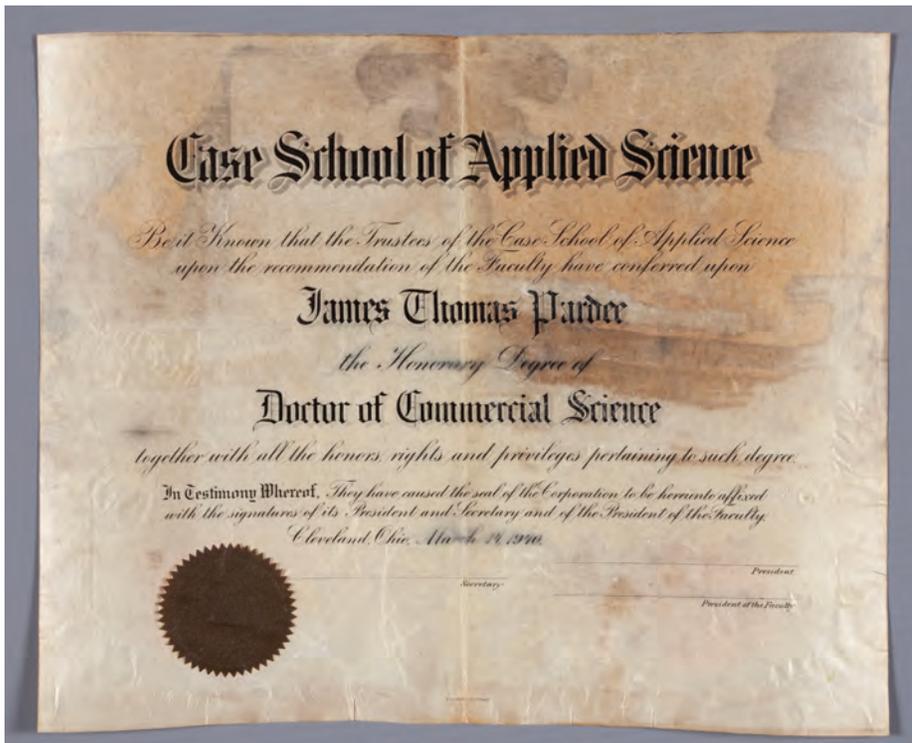
The collected funds were given to several charitable and character-building organizations: Salvation Army, King's Daughters, the Community Center, St. Vincent's

Orphan Asylum, Child Welfare Association, Michigan Children's Home Society, and the Midland Boy Scout Council. The motto of the Midland County Welfare Association was, "He Profits Most, Who Serves Best," and their slogan was, "Give Once, for All."⁵⁹ James T. Pardee continued to be a longtime supporter of the Welfare Association.⁶⁰

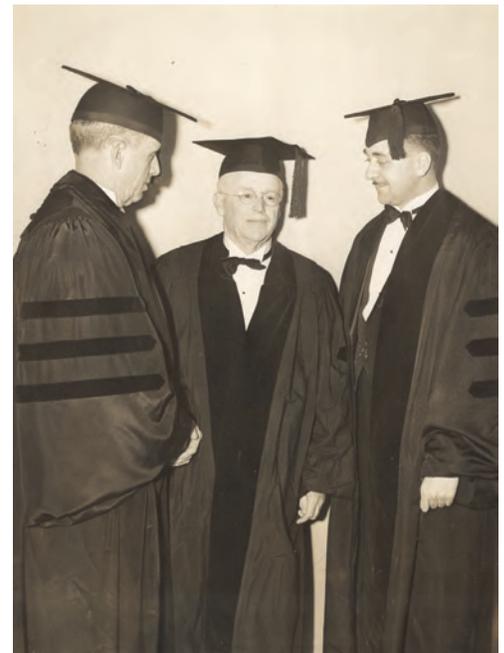


18. Frederick Duncan, poster of Salvation Army, May 19-26, 1919, one of the organizations supported by the Midland County Welfare Association, courtesy Library of Congress

Pardee was a life member of the American Society of Civil Engineers;⁶¹ a member of Phi Kappa Psi, a social fraternity with a focus on leadership, scholarship, community service and brotherhood; Vice President and President of the Case Alumni Association; and Trustee of the Case School of Applied Science from 1934 until his death.⁶² Case School of Applied Science in Cleveland conferred James T. Pardee with an honorary Doctorate in Commercial Engineering in 1940 for his pioneering work "in the creation of a great industry," his guiding the fiscal operations of The Dow Chemical Company with high integrity, and his work on the company's Board of Directors.⁶³



19. James Thomas Pardee's Honorary Degree, March 14, 1940, courtesy Pardee Papers



20. Pardee at center at honorary degree ceremony along with Wilbert H. Austin and Philip M. Morse, Case School of Applied Science, March 14, 1940, courtesy Pardee Papers



21. James Pardee Hall, built in 1957 and razed in 2003, image 01006D1, courtesy Case Western Reserve Archives

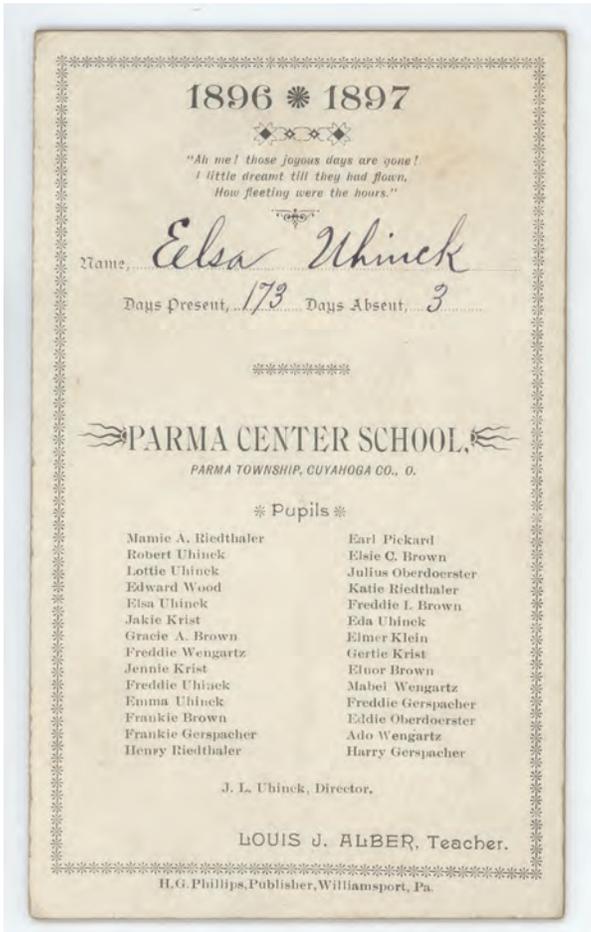
Case School was a major beneficiary upon Pardee's death with an unrestricted gift of 5,000 shares of The Dow Chemical Company Stock worth about \$10 million in today's dollars.⁶⁴ This wartime bequest was most welcome by Case School, not only to help in its projected postwar developments, but also to "encourage other persons of wealth to be equally generous."⁶⁵ The funds were used to purchase land, pay off debt for a new chemistry building, purchase, remodel, and equip a dormitory for naval program students during the war, construct the Quail Building for engineering and math in 1951, and purchase and remodel the President's House.⁶⁶ In thanks, a dormitory, Pardee Hall, was opened in 1957 and named in his honor.⁶⁷ It was dedicated at a special ceremony attended by multiple Dow Chemical Company officials including Vice President Carl Gerstacker and President Leland I. Doan.⁶⁸



22. Elsa Uhinck, engagement photograph, ca. 1913-1914, courtesy Pardee Papers



23. The Uhinck Twins, as flower girls at a wedding, ca. 1891, courtesy Gail Allen Lanphear

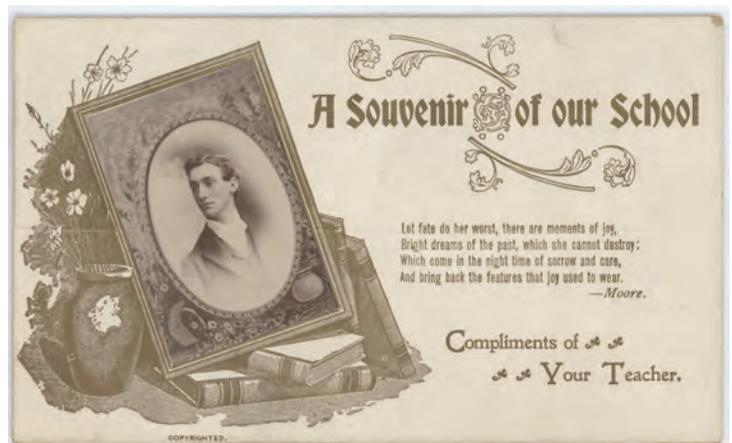


24. School memento from teacher Louis Alber, 1897, courtesy Pardee Papers

Elsa Uhinck Pardee

As a long-time bachelor, James T. Pardee had lived with his parents until their deaths.⁶⁹ His mother Helen, died on May 4, 1911, and his father, James F. Pardee, died on December 27, 1913. Both were buried in Lakeview Cemetery in Cleveland.⁷⁰ James Pardee married Elsa Margrete Louise Uhinck of Cleveland, Ohio on February 21, 1914,⁷¹ only a few months after the death of his father.⁷²

Elsa Margrete Louise Uhinck and her identical twin sister, Eda Sophia Helen Uhinck, were born on November 7, 1884,



25. School memento from teacher Louis Alber, 1897, courtesy Pardee Papers

to farmers Charles and Emma Henninger Uhinck,⁷³ both of German heritage, in Parma, Ohio, south of Cleveland.⁷⁴ Carl Gerstacker said, “Elsa and Eda [were] so much alike that they could switch boyfriends without detection.”⁷⁵ Both girls wanted to do something beyond becoming housewives so after a rural education in the one-room Parma Center School,⁷⁶ they attended West High School in Cleveland from 1899 until their 1903 graduation. They were active in their church choir and Christian Endeavor, a protestant youth group.⁷⁷ During the summer (and perhaps longer) after graduation,⁷⁸ they both worked six days a week in an Abstract Office in Cleveland as they determined their future paths.⁷⁹

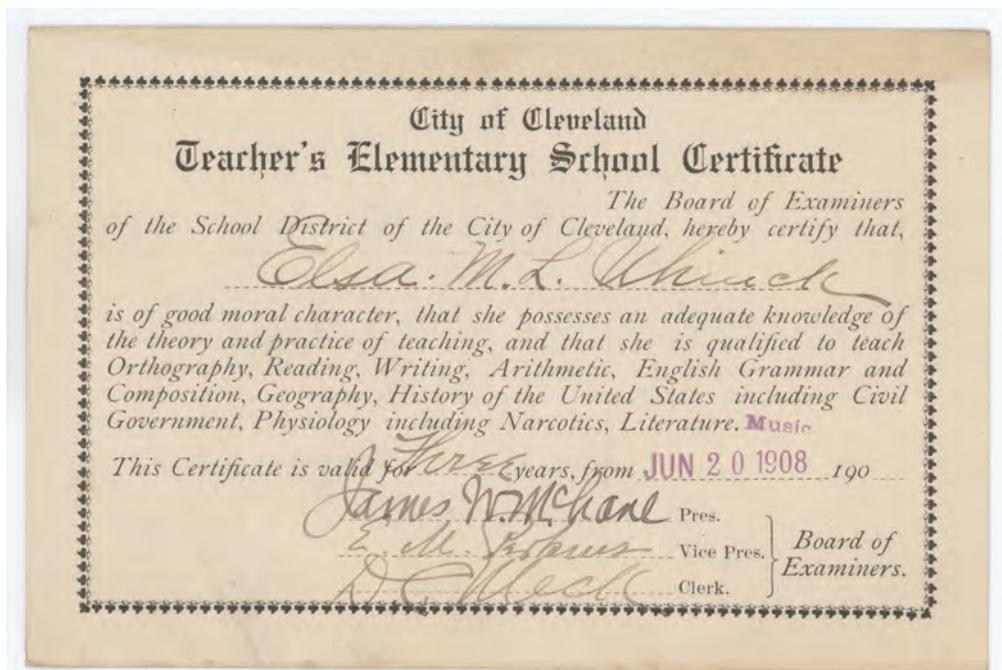


26. *The Uhinck twins at high school graduation, 1903, courtesy Pardee Papers*

Beginning in mid-September, 1903, they went to The Cleveland Normal Training School, probably located at Bridge and Randall Streets,⁸⁰ about two miles from their 1884 W. 48th Street NW home, to train to be teachers.⁸¹ When the Uhinck sisters attended the Normal School, founded in 1874, students graduating from any one of the Cleveland high schools were admitted without testing, and they had free tuition instituted initially to encourage young women to enter the teaching profession. The original focus of the school was to improve scholarship of future teachers, but by 1890, the school began to teach subjects that would help would-be teachers learn to teach.

The two-year program included both theory and a practicum where students would instruct young students in the classroom.⁸² Since Cleveland had so many German immigrants, part of the training also included German instruction to prepare them to teach in German in the classroom if necessary.⁸³

The sisters may have finished their training as planned in June 1905, but there is no record of their employment until 1907 when both are listed as receiving teaching positions in the Cleveland school system, Elsa teaching sixth grade at Tremont School and Eda teaching fourth grade at Hicks School.⁸⁴ By 1908, both women had their Elementary School Teacher’s certificates, which required them to be of good moral character, and that they had to possess adequate knowledge of theory and practice of teaching and be able to teach “Orthography, Reading, Writing, Arithmetic, English Grammar and Composition, Geography, History of the United States, including Civil Government, Physiology, including Narcotics, Literature, [and] Music.”⁸⁵



27. *Elsa Uhinck Teaching Certificate, June 20, 1908, courtesy Pardee Papers*

The sisters continued to live with their parents at 1884 W. 48th Street NW⁸⁶ (2 miles from



James T. Pardee) and later moved to 8811 Detroit St., while they taught primary school in the Cleveland school system.⁸⁷ Eda Uhinck remained at Hicks School⁸⁸ until her marriage to Rollin M. Gerstacker on February 20, 1911.⁸⁹ Elsa Uhinck left Tremont School, taught at Lawn School, and then moved to Hicks School.⁹⁰

It is a mystery how James T. Pardee and Elsa met. It may have been through their churches or because both Rollin Gerstacker and James T. Pardee were graduates of Case School of Applied Science and perhaps moved together in engineering circles. Elsa did start the 1913-1914 school year at Hicks School⁹¹ but probably left teaching at the end of the first semester to marry James T. Pardee on February 21, 1914. Such resignations were the custom and in some places the requirement for married women at the time.⁹² She was age 30 and he was 47.⁹³

28. Eda Uhinck wedding photograph, 1911, courtesy Gerstacker Foundation



29. Elsa Uhinck (far left) and her Hicks School pupils, ca. 1911-1913, courtesy Pardee Papers



30. Rollin and Eda Gerstacker, Elsa and James T. Pardee, ca. 1914, courtesy Pardee Papers

Application No. 92128 Filed and Marriage License Issued FEB 19 1914 19

Name James T. Pardee	Name Elsa M. Uhinck
Age 41	Age 29
Residence 10220 Clifton Blvd Cleveland, Ohio	Residence 8811 Detroit Mich
Place of Birth Cleveland, Ohio	Place of Birth Parma, Ohio
Occupation Engineer	Occupation Teacher
Father's Name James	Father's Name Chas
Mother's Maiden Name Helen Race	Mother's Maiden Name Emma Hininger
Number of times previously married none	Number of times previously married none
Married Name	Married Name

Marriage to be solemnized by Rev. W. C. Mickey City License issued by Frank Sigelman, Dep'y Clk.
 Consent of Filed 19 Consent of Filed 19

The State of Ohio, } ss. ...RETURN...
 CUYAHOGA COUNTY }
 I Certify, That on the 21st day of February 1914
 Mr. James T. Pardee and Miss Elsa M. Uhinck were by me legally
 joined in marriage. Rev. Wilbur C. Mickey D.D.

31. Pardee/Uhinck Marriage license, 1914, courtesy Ancestry.com

The Pardees lived at 10220 Clifton Boulevard in Cleveland in the house already mentioned that James had inherited from his parents. This house still stands today as one of the grand, century-old mansions in the West Side Edgewater neighborhood of Cleveland along Lake Erie. James T. Pardee continued to travel often to Midland for The Dow Chemical Company meetings, and the couple would sometimes stay at the landmark Wenonah Hotel in Bay City.⁹⁴ Although they spent their winters in Cleveland,⁹⁵ the Pardees bought the R. J. Waldron home⁹⁶ in 1918 to live in during the summers.⁹⁷ The Midland, Michigan home was built in 1890, at the corner of Revere and Main Streets. Eventually, they moved their permanent residency to Midland while continuing to maintain their Cleveland home for winter visits.⁹⁸



32. Pardee 10220 Clifton Blvd, Cleveland, Ohio home, ca. pre December 1913, probably James Pardee, James T.'s father, on the porch, courtesy Pardee Papers



33. R. J. Waldron home at 812 W. Main Street purchased by the Pardees in 1918, courtesy Pardee Papers

After the death of A. E. Converse, James T. Pardee was named The Dow Chemical Company Chairman of the Board in April 1935.⁹⁹ Soon after, the Pardees decided they wanted a new home in keeping with the times and their changing social needs. Architect Alden B. Dow was a close friend of the family through his father, Herbert H. Dow, and Alden was hired for the job. The site was just down Revere Street from the Stein House, Alden's first house created with modern architectural design in Midland, so they would have been aware of this new architectural style. It was considered a coup for Dow to have won this prestigious client.¹⁰⁰

To retain the prime Revere and Main Street corner site, the existing Pardee house was partially disassembled in the summer of 1936 and moved two blocks away to 803 Ellsworth with the use of horses and logs. It is still in use today as a residence.¹⁰¹

In 1936-37, the Pardees built an Alden B. Dow-designed home on the Main Street site of their original Midland home.¹⁰² According to her nephew, Carl Gerstacker, Elsa Pardee was the one who hired and then worked with Alden B. Dow on the home.¹⁰³ For more on this Alden B. Dow-designed home, see: Tawny Ryan Nelb, *The History of the Pardee House: A Home for Philanthropy* (Midland, MI: Rollin M. Gerstacker Foundation, 2023).



34. Pardee House, ca. late 1930s, courtesy Pardee Papers



Elsa and James never had any children but Elsa's twin sister, Eda had two children, Elsa and Carl Gerstacker (for a family genealogy showing the Pardee, Uhinck, Gerstacker, and Allen Family connections, see the end of this booklet). The children spent their summers in Midland beginning in 1921 when Carl was five and Elsa was nine,¹⁰⁴ and the Pardees "doted on" their niece and nephew.¹⁰⁵ Carl Gerstacker commented Elsa was a second mother to him, "She was a great lady, a tower of strength for her husband and she spent endless hours trying to shape my character."¹⁰⁶

35. Eda and young Elsa Gerstacker, Elsa and James T. Pardee, and young Carl Gerstacker, ca. 1928, courtesy Pardee Papers

Gail Allen Lanphear, a great niece of the Pardees, felt very welcome in the house as a young child. Born in 1937, her memories of the Pardees were mostly of great aunt Elsa. Her mother, Elsa Gerstacker Allen (named after Elsa's aunt), or her grandmother, Eda, would bring Gail to visit. Young Gail called Elsa, "Oohoo," since when they arrived, Elsa would lean over the railing from upstairs and call out, "Yoohoo." When she visited, Elsa Pardee loved to sing operettas like "Pirates of Penzance" which were played on the victrola in the recreation room. Always the educator, Elsa Pardee also read books and poetry to Gail.¹⁰⁷



36. Elsa Pardee sitting in a carriage in front of the depot and hotel in Mukden, Manchuria in a photograph taken by James T. Pardee January 3, 1924, courtesy Pardee Papers



37. Liberty Bond posters, 1917, artist Howard Chandler Christy, courtesy Library of Congress

The Pardees devoted much time to travel and took multiple, several month long cruises around the world, including visits to Mexico, Bermuda, the West Indies, Cuba, the Mediterranean, Portugal, Spain, Egypt, Jerusalem, Italy, Switzerland, France, Russia, the Arctic Circle, Norway, England, Scandinavia, Manchuria, the Panama Canal, the Hawaiian Islands, Japan, China, Siam (now Thailand), India, and Saudi Arabia and they also traveled extensively to many cities in California and Florida.¹⁰⁸ Rollin and Eda Gerstacker would sometimes accompany them.¹⁰⁹ The Pardees often wrote letters home to the local newspaper sharing their travels with the community or lectured about their trips upon their return to Midland.¹¹⁰

Elsa was active in the Women's Committee of the Council on National Defense, a home front effort by women to bring together their skills to help in World War I, and she co-chaired an effort with local Midland community leader Minnie Ball during this time to sell war savings stamps.¹¹¹ Both Pardees purchased war bonds in Liberty Loan drives to help donate to the war effort. They donated \$7,500 each in October 1917 with their joint total donation the equivalent of \$176,000 in today's dollars, an incredibly generous donation, at the time, second only to The Dow Chemical Company and



38. Poster issued by National Americanization Committee, a group focused on full participation in citizenship, 1917, courtesy Library of Congress

Chemical State Savings Bank.¹¹² They made two more equally large donations before the war ended.¹¹³ The Pardees were generous donors to other areas of community interest in the future including donating \$10,000 (\$185,000 in today's dollars) towards the construction of Midland Hospital in 1942.¹¹⁴

In 1920, Elsa was part of a city-wide effort to register every Midlander age 21 or over to vote. This was to be the first national vote for women after the passage of the 19th Amendment. Elsa was the Third Ward Captain for the local chapter of the nonpartisan Americanization Society that wanted Midland to be known as the most patriotic city in Michigan. Fifteen Michigan cities took part in the contest. The drive focused on outreach to women's and men's organizations, schools, boy scouts, industries, churches, and so-called "aliens," at the time, meaning those not born in the United States.

The group's aim was, "1) To see that every eligible person has the opportunity to register; 2) to see that every registered person votes; and 3) to see that every voter understands what he is voting for."¹¹⁵ Posters with "Voter Information" were displayed around town, which included copies of the official ballots, voting instructions,

a list of amendments, and both Republican and Democratic party Presidential candidate “beliefs.”¹¹⁶ After citizenship lessons, school children were asked to go door-to-door to get people to register to vote, and then later they picked up “tags” handed out to voters on election day that showed proof of voting.¹¹⁷ Individual patriotism combined with peer pressure provided an astonishing 75% turnout on voting day, November 2, 1920.¹¹⁸

After the Pardee’s built their modernist home in 1937, they spent more time in Midland, and Elsa was able to join the Monday Club, Midland’s oldest women’s study club, founded in 1895 as the Bay View Circle. Previously, the Pardee’s summer-only residence in Midland precluded her membership since the club did not meet in the summer. Due to its generous size, the Pardee’s new home was the perfect place to hold some of the then weekly meetings of more than thirty active Monday Club members, although Elsa did complain that the living room was often too sunny or cold for such meetings due to the large picture windows.¹¹⁹



39. Elsa Pardee was a member of the Monday Club (formerly Bay View Circle, pictured here, ca. 1895-96), *Monday Club Papers*, courtesy Midland County Historical Society Archives

Elsa was very engaged with the club, not only in taking her turn hosting the Monday Club meetings and working on committees, but she also prepared yearly lectures on diverse topics including, *South American Early Explorers*, *Napoleon Bonaparte*, *The Hundred Years War*, *America’s Old Masters*, and *National Banks*.¹²⁰ These lectures, required of each member, helped women develop their research, speaking, and presentation skills. The collegial nature of the club, and similar women’s clubs, allowed civil discussion of key issues and helped women develop leadership roles.

Jim and Elsa were avid bridge players taking part in many matches as part of supper clubs and at the Midland County Club. Elsa was also an active golfer there.¹²¹ In addition, Elsa Pardee was known for her interest in gardening.¹²² During World War II, she was especially involved with the Red Cross.¹²³ While in Midland, she belonged to St. John’s Episcopal Church¹²⁴ and the Midland Country Club.¹²⁵ She also maintained Cleveland connections with memberships in the Bethany Presbyterian Church, women’s study clubs, the Clytean Club, and the Federation of Women’s Clubs where she was a Trustee.¹²⁶

The Pardee's Philanthropic Legacy



40. James T. and Elsa U. Pardee at Case School of Applied Science Founders Day, Cleveland, Ohio, March 14, 1940, courtesy Pardee Papers

James Pardee died in Cleveland on January 3, 1944, at age 77.¹²⁷ Dr. Pardee was remembered as,

a modest man with strength of character which commanded respect and confidence and was possessed of a genial disposition which attracted to him a host of friends in all the occupations. He was kind, generous and unfailing in his courtesy to others. Doctor Pardee endeared himself in the hearts of his friends and business associates and the memory and unselfish service will always remain as an inspiration to those who were privileged to have known him.¹²⁸

Several months later, Elsa Pardee died at her Cleveland home on October 2, 1944, at age 59 from breast cancer.¹²⁹ Elsa and James were buried in Lake View Cemetery in Cleveland, the same cemetery as both James' and Elsa's parents.¹³⁰

The Elsa U. Pardee Foundation

After Elsa Pardee's death, as the result of a bequest of 8,000 shares of Dow Chemical Company stock (worth over \$16 million in today's dollars), the Elsa U. Pardee Foundation was established on December 22, 1944, "for the control and cure of cancer" with an additional bequest of 500 shares of stock to create a trust "for the use and benefit of the Starr Commonwealth for Boys."¹³¹ The familial incorporators, Eda and Rollin Gerstacker, their son Carl A. Gerstacker, daughter Elsa Gerstacker Allen, and her husband, William Allen, consulted with designated cancer specialists as per Elsa's instructions to help them determine the way forward for the foundation.¹³² Over the next seventy-nine years, the dedicated volunteer foundation trustees, comprised of family members, community members, and medical experts, have grown the Pardee Foundation's financial resources. The foundation has funded grants totaling over \$163 million around the world in all areas of important cancer research and documentation. Many breakthroughs have occurred due to Pardee Foundation funding with their focus on innovative cancer research. The foundation has provided seed money to prove the long-term merit of projects and funded existing programs at highly reputable, well-established cancer research centers.



41. Pardee Foundation Trustees Carl Gerstacker, Eda Gerstacker, Jayne Gerstacker, and William Allen, ca. 1960, courtesy Midland Daily News

In addition, in 1951, a Pardee Treatment Committee was set up at Midland Hospital (now MyMichigan Health) to provide financial assistance to patients facing the difficult financial burden of cancer care. Over the decades, six treatment committees were set up to serve Bay, Clare, Gratiot, Isabella, Midland/Gladwin Counties in Michigan, and Brazosport County in Texas, and the foundation spends about 33% of its resources on this special community funding. Thousands have been helped.

The Pardee Foundation's initial relationship with Midland Hospital goes back to 1947 when foundation trustee, Carl A. Gerstacker, proposed a grant of \$18,000 (\$212,000 in today's dollars) to purchase and install a large X-ray therapy machine for the treatment of cancer, and similar funding has continued over the subsequent decades. A multi-year donation that began in 2022 to help form the Pardee Cancer Center honoring Elsa and James Pardee was the largest single donation from the Pardee Foundation to MyMichigan Health in the foundation's history.¹³³ Pardee Foundation President Gail Allen Lanphear said, "This extraordinary donation to MyMichigan Health will help the Great Lakes Bay area maintain its health in the fight against cancer and allow the community to continue to grow as we celebrate the contributions of James and Elsa Pardee as community builders."¹³⁴

Rollin M. Gerstacker Foundation



42. Eda Uhinck Gerstacker, courtesy Rollin M. Gerstacker Foundation

The foundation has donated over \$284 million to improve Midland's downtown and riverfront and to support affordable housing, family services, local schools, higher education, faith-based initiatives, youth activities, health care and advanced research, environment and conservation, arts and culture, public services, and public policy initiatives.¹⁴⁰ Eda bequeathed a significant inheritance to the Gerstacker Foundation when she died in 1975.¹⁴¹

After taxes,¹³⁵ the rest of the Pardee estate (20,000 shares of Dow Chemical stock)¹³⁶ went to Eda Gerstacker and her largess would impact the creation of the Rollin M. Gerstacker Foundation (1957) and Allen Foundation Inc. (1975). Over the years, Eda, who was extremely interested in her Michigan and Ohio communities, became concerned that her charities in Midland and Cleveland may not endure after her death, so she took some of these Pardee funds and set up the Rollin M. Gerstacker Foundation in 1957 in honor of her husband, Rollin.¹³⁷

Rollin Michael Gerstacker, born in 1885, had been her lifelong friend and partner. He had worked extremely hard during his draftsman/engineering career with several Cleveland firms and suffered an early death at age 60 in 1945.¹³⁸ He had a huge impact on son Carl Gerstacker's early career and work ethic, nurturing his interest in finance, and helping determine the initial direction of the Pardee Foundation.¹³⁹

The Gerstacker Foundation focuses on a broad range of projects to help communities throughout Michigan and Ohio.



43. Rollin M. Gerstacker, courtesy Lisa Gerstacker



44. Carl A. Gerstacker, courtesy Midland County Historical Society

The financial acumen of Eda and Rollin's son, Carl Gerstacker, provided tremendous leadership for the Pardee and Gerstacker Foundations. Born in 1916, he graduated from the University of Michigan and had great success during his decades of work for The Dow Chemical Company, first in purchasing, then as Assistant Treasurer, Member of the Board of Trustees, Treasurer, Vice President and finally as Chairman of the Board from 1960-1976, all while helping his family run their family foundations.¹⁴² Once he retired, he dedicated countless hours to the management and investments of these two foundations. Carl believed in the idea of "careful compassion"¹⁴³ to make sure people's needs were met and that they plan their projects well. This continues to be the approach taken by the Rollin M. Gerstacker Foundation today.

Like his mother, Carl donated a significant portion of his estate to the foundation, allowing it to grow after his death in 1995. Alan Ott, who worked as a Trustee with Carl for many years and later succeeded him as foundation Treasurer said, "Carl was a man of great intellect with deep compassion for people and a strong sense of obligation to give back to the community, but he wanted no more in return than to be treated as a common man. His good works can be seen everywhere, and he understood the importance of involving others in those good works."¹⁴⁴ His goal had been to give away all his money in his lifetime, and Carl commented years earlier, "People should do good deeds because it's the right thing to do. You'll be much happier to give money to society and see it used while you are still alive."¹⁴⁵

Allen Foundation Inc.



45. William W. Allen, ca. 1986, courtesy Midland Daily News



46. Roberta Ritter Baum Allen, ca. 1998, courtesy Midland Daily News

Carl's sister, Elsa Gerstacker Allen, a preschool and kindergarten teacher, had been very involved in the organization of the Pardee Foundation. Born in 1912, she was active in community organizations and even had her own preschool shortly before her early death in 1957.¹⁴⁶ The Allen Foundation Inc. was set up in 1975 from financial resources inherited by Elsa Gerstacker Allen's husband, William (Bill) W. Allen, after his mother-in-law, Eda, died in 1975.¹⁴⁷ William was born in 1908 in Viroqua, Wisconsin, graduated from the University of Minnesota with a chemical engineering degree in 1931, and joined The Dow

Chemical Company to work as a chemical engineer in agricultural chemicals manufacturing, Technical Services and Development, sales, business management, and government affairs.¹⁴⁸

Bill Allen served as president of the National Agricultural Chemicals Association and had a life-long interest in food production. According to his daughter, Gail Allen Lanphear, Chairperson of the Allen Foundation Inc., his "experience in the United States Mission to the United Nations sensitized him to the critical global need for programs benefiting human nutrition in the areas of health, education, training, and research. The Allen Foundation Inc. has subsequently funded hundreds of innovative research, education, and feeding programs in the United States and throughout the world."¹⁴⁹ After Bill died in 1987, his second wife Roberta (Bobbe) Ritter Baum Allen, continued the foundation's work for many years as chairman.¹⁵⁰ After Bobbe Allen's death in

2011, the residual from William Allen's estate was donated to the Allen Foundation to further its mission. The Allen Foundation has donated over \$30 million to causes that facilitate access to adequate and nutritious food since its founding.¹⁵¹

Summary

James and Elsa Pardee came to Midland to facilitate James' work with The Dow Chemical Company. Later they built a new home designed by Alden B. Dow that has become an important landmark of Dow's modern architecture work in addition to honoring the Pardees. Their work ethic and generosity combined to help our community in numerous ways including volunteerism and philanthropy in the areas that interested them such as significant contributions to supporting World War I bonds, the Midland County Welfare Association, and the 1942 Midland Hospital. Ultimately, the Pardee's financial resources were the original source for three foundations: the Elsa U. Pardee Foundation (1944), the Rollin M. Gerstacker Foundation (1957), and the Allen Foundation Inc. (1975).¹⁵² The assets of all three foundations continue to grow from additional resources added by their Trustees and by careful financial investments and management. Together they have donated over \$477 million since their founding, and continue to work to improve the lives of so many and help build our communities. As importantly, these resources cultivate a lifelong commitment to philanthropy and to helping others through the Pardee, Uhinck, Gerstacker, and Allen extended families.

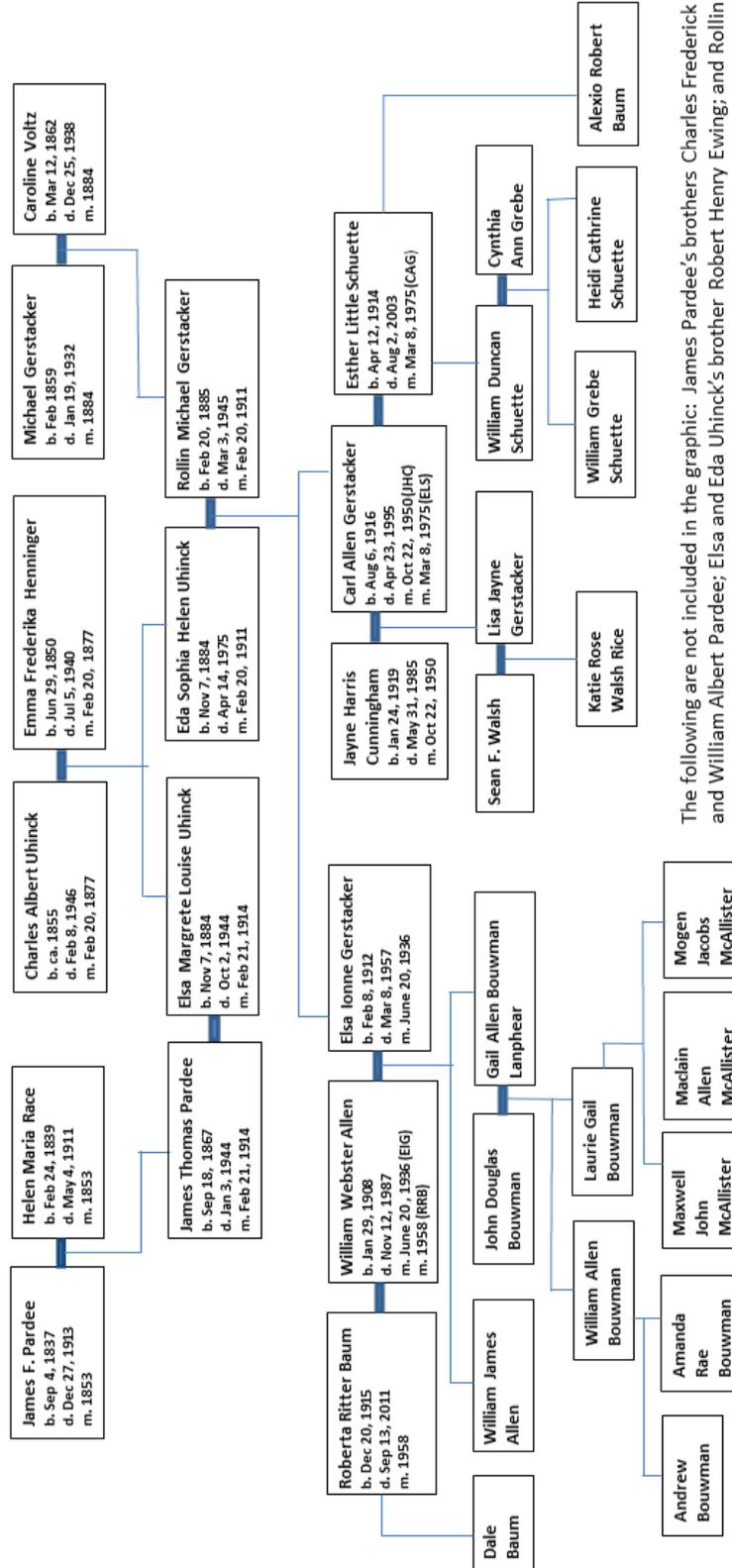


47. Elsa and James T. Pardee in Mexico, February 21, 1932, courtesy Pardee Papers

Family Genealogy Tree 2023

The origins of the Pardee, Uhinck, Gerstacker, and Allen families and those who took part in their foundations are represented here to show the relationship between these families by generation.

Pardee/Uhinck/Gerstacker/Allen Family Foundations Genealogy



The following are not included in the graphic: James Pardee's brothers Charles Frederick Pardee and William Albert Pardee; Elsa and Eda Uhinck's brother Robert Henry Ewing; and Rollin Michael Gerstacker's brother Oliver Gerstacker. After the second generation the genealogy only reflects family members involved in the Pardee, Gerstacker, or Allen Foundations.

Endnotes

- ¹ Don O. Carlson, "Midland: A City Built on Brine," *Inside Michigan* (February 1953), 29, Publications, Box 7, Folder 32, Alden B. Dow Archives.
- ² "Death Takes Dr. Pardee," *Midland Daily News*, January 3, 1944.
- ³ "Pardee Looks Back to Dow Firm's Birthday," *Midland Daily News*, August 9, 1939, Box 1, Folder 26, James and Elsa Pardee Papers.
- ⁴ "Brother of Mr. J. T. Pardee Died Nov. 16," *Midland Republican*, December 1, 1927.
- ⁵ James Pardee, *U. S. Census 1870*, Cleveland, Ohio, Ancestry.com, <https://www.ancestry.com>, accessed June 24, 2021; James Pardee Family, Family Search, <https://ancestors.familysearch.org>, accessed June 24, 2021.
- ⁶ James and James T. Pardee, Cleveland, Ohio Directories, 1853, 1870, 1884, 1886, 1895, 1899, 1900, 1904, 1908, 1911, 1912, U.S. Directories, 1822-1995, Ancestry.com, <https://www.ancestry.com>, accessed June 24, 2021. Pardee and Company Grocery Invoice Blank, post 1900, James and Elsa Pardee Papers, Box 1, Folder 1a, James and Elsa Pardee Papers; Pardee and Company, *U. S. City Directories*, 1822-1995, Ancestry.com, <http://www.ancestry.com>, accessed April 8, 2022.
- ⁷ Helen M. Pardee et al to James T. Pardee, deed, February 17, 1914, Liber 1556, pages 242-243, <http://cuyahoga.oh.publicsearch.us/doc/145974074>, accessed June 24, 2021; Robert D. Keiser, "John Eisenmann," *Cleveland Architects Database*, June 2011, yumpu.com/en/document/read/10086944/cleveland-landmarks-commission-cleveland-city-planning, accessed June 24, 2021; "Cleveland, O. Architect John Eiseman [sic]," *The Ohio Architect and Builder*, (July 1903), 15.
- ⁸ "A New 'A' Class of the Central High School," *Cleveland Plain Dealer*, February 21, 1883; "High School Entertainment," *Cleveland Plain Dealer*, December 22, 1883; "Higher Up," *Cleveland Leader*, January 25, 1884; "Class of '84," *Cleveland Leader*, January 26, 1884.
- ⁹ Ellis N. Brandt, *Growth Company: Dow Chemical's First Century* (East Lansing, MI: Michigan State University Press, 1997), 52-54.
- ¹⁰ For the history of the first hundred years of The Dow Chemical Company see: Ellis N. Brandt, *Growth Company: Dow Chemical's First Century* (East Lansing, MI: Michigan State University Press, 1997).
- ¹¹ Graduation Program [Commencement] for Class of 1888, Senior Milestone Project, Case Western Reserve Archives.
- ¹² For more on the Canton Chemical Company, see: Brandt, *Growth Company*, 13-14.
- ¹³ "Pardee Looks Back to Dow Firm's Birthday," *Midland Daily News*, August 9, 1939, Box 1, Folder 26, James and Elsa Pardee Papers.
- ¹⁴ "Dedication [of Pardee Hall] at Case Institute of Technology, Cleveland, Ohio, May 21, 1957, Pardee Hall, Box 2, Folder 2, James and Elsa Pardee Papers and Case Western University Archives; During these early days of his career in Cleveland, James T. Pardee was also active with the Trinity Club which supported the work of the Trinity Episcopal Cathedral; The Brotherhood of St. Andrews; was a Republican Club member and precinct volunteer; and he was heavily engaged with the Case School of Applied Science alumni association for his class where he was elected president in 1895. The evening of his election, he led the class banquet in the class cheer, reflecting Case's scientific focus, "Hoo-rah, ki-rah, s-c-i-e-n-c-e, hoi, hoi, rah, rah, Case"; "Trinity Club Reception," *Cleveland Plain Dealer*, February 15, 1889; "St Andrews Convention," *Cleveland Plain Dealer*, September 11, 1889; "Farley Slate," *Cleveland Leader*, March 17, 1891; "Republican Clubs," *Cleveland Leader*, September 8, 1892; "Pleasantly Received: Trinity Club Keep Open House," *Cleveland Leader*, January 3, 1893; "An Annual Banquet," *Cleveland Leader*, June 8, 1893; "Case School Banquet," *Cleveland Plain Dealer*, June 8, 1893; "Case Alumni," *Cleveland Plain Dealer*, June 5, 1895.
- ¹⁵ "Dr. Pardee, One of Dow Founders Dies in Midland," *Freeport Facts*, January 13, 1944; James Thomas Pardee, *Find A Grave Index*, <https://www.findagrave.com/memorial/29785793/james-thomas-pardee>, accessed August 10, 2021; "Pardee-Dow Association Dates from School Days," *Oil, Paint and Drug Reporter*, No. 243, [April 29, 1935], Dow Historical Collection, Science History Institute, Philadelphia, PA.
- ¹⁶ Early Cleveland historians gave credit for the bridge to Chief Engineer Walter P. Rice with assistance by Pardee but later research in the National Register for Historic Preservation designation for this area in 2013, gave the credit to James T. Pardee. Samuel P. Orth, *A History of Cleveland* (Cleveland, OH: S. J. Clarke Publishing, 1910), 675; "Center Street Bridge" and "James Pardee," Cleveland Centre Historic District, November 26, 2013, *National Register of Historic Places*, 30-34, 42, <https://npgallery.nps.gov/AssetDetail/NRIS/13001117>, accessed August 23, 2021.
- ¹⁷ "Look Forward!" *Cleveland Plain Dealer*, September 15, 1895; "The New Steel Bridge Over the Old River Bed at Willow Street," *Cleveland Leader*, August 18, 1897; "Case Favored in Pardee Bequest," *Midland Daily News*, January 20, 1944, Box 1, Folder 26, James and Elsa Pardee Papers; "Death Takes Dr. Pardee," *Midland Daily News*, January 3, 1944, Publications, Box 4, Folder 26, Alden B. Dow Archives; "Pardee Looks Back to Dow Firm's Birthday," *Midland Daily News*, August 9, 1939, Box 1, Folder 26, James and Elsa Pardee Papers; "Dr. Pardee, One of Dow Founders Dies in Midland," *Freeport Facts*, January 13, 1944; James T. Pardee, *Find A Grave Index*, <https://www.findagrave.com/memorial/29785793/james-thomas-pardee>, accessed August 10, 2021.
- ¹⁸ "W. J. Carter, City Engineer," *Cleveland Plain Dealer*, April 23, 1901; James Thomas Pardee, submittal application draft, *National Cyclopedia of American Biography*, October 31, 1940, Box 1, Folder 2a, James and Elsa Pardee Papers.
- ¹⁹ "James Pardee Leaves the Hall; Assistant City Engineer Quits," *Cleveland Plain Dealer*, August 9, 1903; "No Danger, Says Experts," *Cleveland Plain Dealer*, February 22, 1906; "Labor of Viaduct Committee Begins," *Cleveland Leader*, February 22, 1906; Ellis N. Brandt, "James Pardee: The Man Who Built a Bridge with a Bequest," *Michigan History Magazine*, January-February 2010, 56-59.

- ²⁰ Brandt, *Growth Company*, 17, 53; James T. Pardee, "Dr. Dow, the Man," Herbert H. Dow Papers, File 290093, Science History Institute, Philadelphia, PA.
- ²¹ "Pardee Looks Back to Dow Firm's Birthday," *Midland Daily News*, August 9, 1939, Box 1, Folder 26, James and Elsa Pardee Papers.
- ²² James Pardee later also invested in the second Midland Chemical Company and became a Director in 1899. *Midland Chemical Minutes of Proceedings of Stockholders and Directors*, August 17, 1892 to August 1, 1900, 53, 75, 85, Miscellaneous Manuscripts Collection, Midland County Historical Society Archives.
- ²³ "The Explosion," *Midland Republican*, March 26, 1895; Herbert H. Dow, "Notes for Talk to Engineering Department of the University of Michigan," January 16, 1928, File 280088, Herbert H. Dow Papers, Science History Institute, Philadelphia, PA; Brandt, *Growth Company*, 17.
- ²⁴ "The Dow Process Company Reaches for a Tasty Plum," *Dow Diamond*, Vol. 2, No. 2, December 1938, 11-13, Midland County Historical Society Archives.
- ²⁵ Don O. Carlson, "Midland...A City Built on Brine," *Inside Michigan*, February 1953, Publications, Box 7, Folder 32, Alden B. Dow Archives; James T. Pardee, "Early History of Dow Chemical Company," *Case Alumnus*, January 1940, James and Elsa Pardee Papers 2020 Addition.
- ²⁶ Brandt, *Growth Company*, 19; Herbert Henry Dow, ChemEurope, https://www.chemeurope.com/en/encyclopedia/Herbert_Henry_Dow.html, accessed June 25, 2021; "The Dow Process Company Reaches for a Tasty Plum," *Dow Diamond*, Vol. 2, No. 2, December 1938, 11-13, Midland County Historical Society Archives; Ellis N. Brandt, "Mystery Man from Massillon: Herbert Dow," *Timeline: A Publication of the Ohio Historical Society*, (July/August 2003), 24.
- ²⁷ Dow Process and Dow Chemical Companies Ledger Showing Stock Purchases 1895-1900, Miscellaneous Manuscripts Collection, Midland County Historical Society Archives.
- ²⁸ H. H. Dow to Mr. Johnson, September 30, 1895, File 950079, Herbert H. Dow Papers, Science History Institute, Philadelphia, PA; E. T. Heald, "Herbert Dow Experiments at Navarre," Stark County Historical Society, November 18, 1947, File 00182, Dow Chemical Buildings and Grounds Collection, Science History Institute, Philadelphia, PA; Brandt, *Growth Company*, 18; Ellis N. Brandt, "Mystery Man from Massillon: Herbert Dow," 24.
- ²⁹ Brandt, *Growth Company*, 53; Dow Process and Dow Chemical Companies, Ledger Showing Stock Purchases, 1895-1900, Miscellaneous Manuscripts Collection, Midland County Historical Society Archives.
- ³⁰ Kent H. Smith, "Dedication [of Pardee Hall] at Case Institute of Technology, Cleveland, Ohio," program, May 21, 1957, Pardee Hall, Box 2, Folder 2, James and Elsa Pardee Papers and Case Western University Archives; "Pardee Looks Back to Dow Firm's Birthday," *Midland Daily News*, August 9, 1939, Box 1, Folder 26, James and Elsa Pardee Papers.
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