

John B. Stetson: A Hatter Legacy

Susan M. Ryan

©2016

Prepared for the Academic Affairs Committee, Stetson University Board of Trustees

The John B. Stetson Company

In 1865, with \$100, John B. Stetson rented a small room, bought the tools he needed, bought \$10 worth of fur and the John B. Stetson Hat Company was born. A year later the "Hat of the West" or the now famous "Boss of the Plains" hat was born and the name Stetson was on its way to becoming the mark of quality, durability, innovation and beauty.

John B. Stetson experienced trying times in his life but after it all he relied on the one thing he did exceptionally well, making hats. He was trained by his father, a master hatter, and applied his skills and knowledge to a trade that, at the time was not held in high regard.

A hatter was seen as unreliable, lazy, or aloof, only looking to make his money and go have fun. John B. Stetson changed all that and built one of America's most well-known and successful businesses. The longevity and history of the John B. Stetson Company is based on innovation and quality! John B. Stetson led the hat industry his entire career by designing new hat styles for fashion and function. When it came to quality it was his creed and for the past 150 years it has so stamped the product that the name and the word are synonymous.

Today the Stetson hat factory in Garland, Texas is one of the largest in the country and produces a line of hats in hundreds of different styles and colors. In spite of this size, however, classic styling and premium quality remain as the driving forces behind each and every hat. As a result, Stetson hats are the most well known hats in the world. Wherever and whenever hats are discussed Stetson will be mentioned.

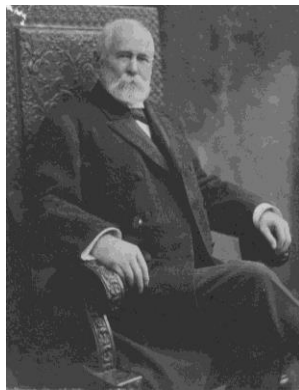
Stetson is the standard in hats, the essence of the spirit of the West and an icon of everyday American lifestyle. Because of its authentic American heritage, Stetson remains as a part of history and, for the same reason will continue into the future.

*Stetson, it's not just a hat, it's **the** hat.¹*

The short historical synopsis found on the Stetson company website is generally correct, but the greatly simplified tale does not begin to tell the story of John B. Stetson. Although Stetson was a successful 19th century entrepreneur, his story is not well-documented by historians. We know that John B. Stetson was one of 12 children born in 1830 into a family of New Jersey hat makers. He received little formal education, and was taught by his mother to read and write, but little else is known about his childhood. After receiving a tuberculosis diagnosis as a young man, he went west to live in an environment with little industrial pollution

in order to heal his lungs. While in Colorado, Stetson designed the first wide-brimmed 10-gallon hat for the local cowboys who needed protection from the elements. Various accounts of how he came to design the hat exist, but all agree that Stetson had stumbled upon a way to fill a need of cowboys, goldminers, and farmers. The popularity of his hats led him eventually to return east at age 35 to start his hat business that would soon expand to include both men's and women's dress hats, as well as many other hat styles. The John B. Stetson Co., housed in Philadelphia, incorporated in 1891² and by the early 20th century the Stetson Company was the largest hat producer in the world and employed more than 5,000 workers.³

Hat making lagged behind other industries in terms of modern production methods typical of the new industrial age. As suggested in the company's current web marketing, hat makers had a reputation for being disorderly and unreliable with "eccentric personal habits."⁴ The image of the crazed hat maker, or "mad hatter," is often attributed to the detrimental effects of exposure to mercury used in curing the furs with which the hats were made, although rampant alcoholism has also been blamed. Whatever the cause, John B. Stetson changed the stereotypical hat maker image and instituted efficient methods of large-scale production that

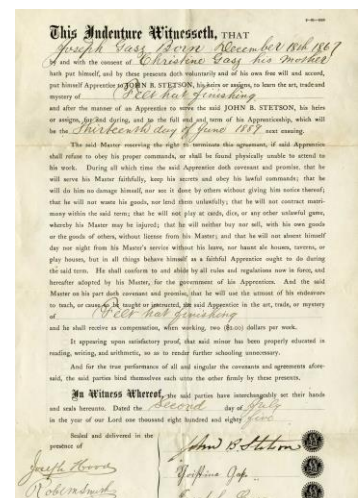


**John B. Stetson,
circa 1901**

rivalled other industries at the time. He cultivated a higher quality employee with less turnover and better productivity than many other hat manufacturers by practicing a form of paternal benevolence towards his employees. While other well-known philanthropic entrepreneurs of the time (such as Carnegie, Rockefeller, and Flagler) had reputations that included a somewhat ruthless streak when it came to business, John B. Stetson had strong religious convictions that may have guided his approach to business. He apparently believed that employee benefits led to more satisfied, productive, and reliable workers, which, not incidentally, also increased profits. The strategy paid off – applicants lined up to work for John B. Stetson and multiple generations of families would ultimately become loyal employees. In 1920, the company had more than 200 employees with more than 25 years of service.⁵

John B. Stetson was known as a progressive employer who paid decent wages and hosted a liberal indentured apprenticeship system that reliably led to full-time employment in the Stetson factory. The huge manufacturing plant grew rapidly and eventually included about 25 buildings. The company dominated the lives of many of its workers, having all the attributes of a company town. Stetson established a number of auxiliary operations on the company property to benefit his workers and their families, including a building and loan association that provided loans and mortgages to workers, a library, a Sunday

Indenture contract for 22-year old Joseph Gasz to apprentice to John B. Stetson in felt hat finishing, 1885-1889



school and kindergarten, a gymnasium, and a hospital with a dispensary. The Building and Loan Association, started in 1880, had helped more than 1,200 employees buy homes by 1925.⁶ Both the library and the hospital were reported to be well-supplied and of excellent quality, and the Sunday School and kindergarten had more than 2,000 children attending regularly in the late 1800s.⁷ Many of the medical and school services offered by the Stetson Company were available to the larger community as well, with company employees receiving reduced rates.



The Stetson Hat Factory, Philadelphia, 1919

A large auditorium, completed in 1906, seated more than 5,000 people and was used both for company and community events. When celebrities, dignitaries, or politicians came to the factory to have their hats fitted, their visits often included entertainment programs in the auditorium or on the grounds attended by Stetson employees, their families, and others in town.⁸ The Stetson cowboy hat had become *the* western hat to have and the movie stars of the big westerns, along with the famous characters of western culture, came to the factory for



***Movie Star Harry Cary
receives a Stetson, 1920***



***Actress Patsy O'Day dons a
Stetson in a Broadway show***

personal fittings. Tom Mix, Tim McCoy, Buck Jones, Hoot Gibson, and Ken Maynard all wore Stetsons. Buffalo Bill Cody and Calamity Jane wore Stetsons as scouts and Cody later was well-known for wearing a Stetson in his Wild West shows. Ironically, no known photograph of John B. Stetson in a cowboy hat exists. A well-known photograph that often appears in Internet searches and is labelled “John

B. Stetson” shows a familiar face in a large Stetson cowboy hat. The photo actually depicts Buffalo Bill Cody, however, rather than John B. Stetson. The only known photo of John B. Stetson wearing any hat at all is one taken on the steps of *Elizabeth Hall* at Stetson University in which he is wearing a fairly typical Stetson dress hat.



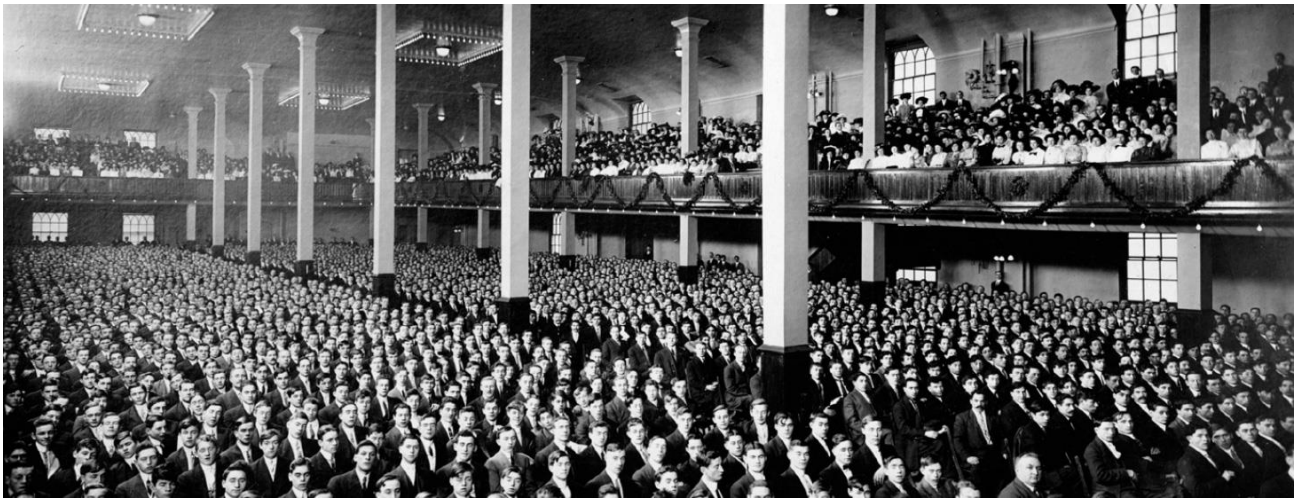
***NOT John B. Stetson in a Stetson.
Buffalo Bill Cody.***



***The only known photo of John B. Stetson
in a hat, Elizabeth Hall, 1895***

Stetson started the tradition of large extravagant annual company Christmas parties, which continued long after his death. The celebration included not only speeches, visits from prominent politicians and Santa Claus, musical performances and other forms of entertainment, but also a distribution of gifts and bonuses. Far from trivial, the largess exhibited by the company was quite unique at the time. According to a 1925 company pamphlet, the cash Christmas bonuses were considered a type of “profit-sharing” based on a merit system.⁹ The company paper listed the 1920 Christmas gifts with a total value of more than half a million dollars:

2,524 turkeys (every married man received one); 444 hats (given to the unmarried men); 988 pairs of gloves and 1,400 pounds of candy (to the women); 36 watches, 35 chains; \$525,000 cash bonuses (every worker received a bonus); \$11,000 cash bonuses for foremen and apprentices; 425 shares of Stetson Building and Loan Association; 75 shares of Stetson Company common stock; and five \$5,000 life insurance policies.¹⁰



Stetson Company Christmas gathering, early 20th century

Stetson showed an interest in many of the details of his surrounding community, offering design advice for the houses built in the surrounding neighborhood. His progressive ideas on housing, such as the importance of light and air flow, earned him national recognition.¹¹ With a large number of immigrant workers, Stetson also started “Americanization” classes that included courses in English, American government, and history. Many of the workers took advantage of the classes and would go on to become U.S. citizens. The first page of the first issue of the company paper touted the benefits of Americanization - primarily to take full advantage of “...the greatest freedom and the best living conditions the world has ever known, and it is to enjoy the benefits that we possess as free American citizens that we have so many people from every foreign country seeking a home here.”¹²

Apart from his progressive workplace, other factors contributed to Stetson’s success as a hat manufacturer. He used fine fur materials, and made a more varied line of hats than most hat makers at the time. He also created beautiful packaging for his hats - the well-known Stetson hat boxes - considered an innovation at the time. The various designs on the boxes included the Stetson Company logo, cowboy motifs, depictions of prominent places in Philadelphia, and a variety of Christmas scenes.¹³ Stetson innovated the marketing of hats, as well, giving mid-west and western retailers free samples to show customers. He hired travelling salesmen which had never before been done in the hat industry. While in the field, the salesmen gathered what would now be called market research data – learning customer preferences for color, the size of the brims and crowns, and other hat features. Stetson was also savvy enough to take his hats to large gatherings of potential customers,



Stetson Hat Boxes

showing the hats at the 1876 Philadelphia Centennial Exhibition and the Paris Expositions of 1897. The exhibits won numerous awards and Stetson used these awards to tout the quality of his hats in his own advertising.¹⁴

Just as the company was thriving and expanding rapidly, John B. Stetson died suddenly of a stroke at his DeLand, Florida winter home in February 1906. He had attended the Stetson University Board of Trustees meeting, as well as the University's annual "Presentation Day" exercises on campus, just a few days before. His wife Elizabeth was the only family member in the home when John died. She had his body returned to Pennsylvania and buried in the West Laurel Hill Cemetery in the city of Bala Cynwyd.¹⁵ A handwritten statement on Stetson Company letterhead reads:

At a meeting of the Board of Directors of the John B. Stetson Company held Wednesday, February the twenty first, the following minute was placed on record: Whereas our beloved and honored President, John B. Stetson, having departed this life at De Land, Florida Sunday February the eighteenth, 1906, we desire to place on record a tribute of respect to his memory; and Whereas, in the death of our President we have been deprived of the counsel of a noble and broad-minded leader as well as the helpfulness of a true and loving friend, who has devoted the best efforts of his life to the interests committed to his care, and while we keenly feel the severance of our business and social relationship, we desire to convey to his family our deep sorrow at their bereavement through the inscrutable Providence which has taken him from them and to extend to them our most heart-felt sympathy; Resolved, that as a mark of respect this meeting adjourn without the transaction of business, and that the Board attend the funeral in a body.¹⁶

Family members and others ran the company successfully during the first half of the 20th century. J. Howell Cummings, who succeeded John B. Stetson as president and served from 1906 to 1928, continued and expanded the worker programs Stetson had established. Considered quite innovative at the time, Cummings created a food cooperative, group insurance, a dental clinic, paid vacations, sickness and accident benefits, and a Quarter Century



**J. Howell Cummings,
Stetson President, 1906-1928**

Club that recognized long-term employees. Culturally-oriented initiatives included a Stetson Boy Scout troop, a company chorus, and a company newspaper, *The Hat Box*, written by the employees themselves. (*The Hat Box* issues, held in the Stetson University Archives, are a treasure trove of information about the company in the early 20th century.) The company also encouraged recreation; a company-owned bungalow in Schwenksville, Pennsylvania was made available to employees for boating, swimming, and outdoor sports. Also considered innovative at the time was the company's emphasis on health. Besides the availability of medical care, the company took pride in the cleanliness of the factory buildings and the on-site cafeterias that fed hot and

“wholesome” meals to about 1,500 employees a day at low cost. Pianos and victrolas were provided for relaxation during break periods, as were “rest” rooms for the “girls.” Contrary to today’s idea of good health, the company also proudly advertised the smoking rooms provided for the male employees. No detail was left to chance – free umbrellas could be borrowed in case of rain, and dry stockings were on hand should an employee’s feet get wet on the way to work.¹⁷



Above: Medical care at the Stetson Company. Right: Modern cafeterias where employees were fed low-cost hot meals.

Certainly, though, despite all the benefits and the excellent facilities, the Stetson Company was not without criticism. Some believe that all of the programs, benefits, bonuses, and gifts constituted a form of feudalism (no matter how benign) that came at the expense of fair wages and were designed solely to ensure loyalty to the company. A typical Stetson apprenticeship contract gives credence to the idea of absolutely loyalty and adherence to company values:

...During all which time the said Apprentice doth covenant and promise, that he will serve his Master faithfully, keep his secrets and obey his lawful commands; that he will do him no damage himself, nor see it done by others without giving notice thereof; that he will not waste his goods, nor lend them unlawfully; that he will not contract matrimony within the said term; that he will not play at cards, dice, or any other unlawful game, whereby his Master may be injured; that he will neither buy nor sell, with his own goods or the goods of others, without license from his Master; and that he not absent himself day nor night from his Master’s service without his leave, nor haunt ale houses, taverns, or play houses, but in all things behave himself as a faithful Apprentice ought to do during the said term.... And the said Master on his part doth covenant and promise, that he will use the utmost of his endeavors to teach, or cause to

be taught or instructed, the said Apprentice in the art, trade, or mystery of ~~Felt hat~~ finishing and he shall receive as compensation, when working, two (\$2.00) dollars per week.¹⁸

While this was a standard apprenticeship contract at the time and would not have been considered particularly harsh, the changes in attitudes toward what could fairly be expected of workers changed over time. In 1916, the American Federation of Labor criticized the company for its labor policies:

The John B. Stetson Company organized what it declared to be a 'model factory' and made it one of the show places of Philadelphia. It declared that it had solved the labor problem. This solution consisted of substituting for fair wages Christmas gifts, annual premiums... bronze medals for efficiency and valuable service to the firm. Every device and regulation was instituted to generate the spirit of feudalism and to drive out the spirits of independence and liberty that are inseparable from organized labor.¹⁹

Whether John B. Stetson was motivated mostly by his values and benevolence, or more by a deliberate attempt to get the most out of labor at the workers' expense, most sources agree that, for the time, the John B. Stetson Company was particularly progressive and was one of the first to initiate many worker benefits that have evolved into typical benefits packages offered by contemporary businesses. Much of the criticism levelled at the company occurred after John B. Stetson's death, and the most significant changes in how workers were treated started during the Depression and post-Depression years. By the 1930s, the Christmas parties and lavish bonuses were no more, most of the "company town" programs had ended, workers could be furloughed without pay during slack times, and employees had begun to join labor unions that engaged in collective bargaining.²⁰ Sales, however, continued to rise, peaking at \$29 million in 1947 (about \$300 million in today's dollars).²¹ While many men and women wore varieties of Stetson dress hats, Stetson hats also adorned the heads of the Texas Rangers, Canada's Royal Mounted Police, the Boy Scouts and members of the military.²² At some point, the Stetson Company had shares traded on the American Stock Exchange – probably ending on that Exchange around 1967. Tracing the stock history is complicated, however, by numerous licensee and manufacturer deals. According to the trade press, Stetson Company stock was traded in the OTC market in the 1980s²³, but at some point the company reverted to private ownership.²⁴

As the decades passed, however, the heyday of hat-wearing faded. As hats became less fashionable in the United States in the 1950s and 1960s, sales fell; at the same time, high tariffs made it difficult to make a profit from exports. The company subsequently opened plants overseas, and had success in Canada, Mexico, Germany, and Australia, among other countries, but the Philadelphia plant shrunk in size and workers no longer necessarily lived in the surrounding "Stetson" neighborhoods. The once-great company began to fall apart. By 1968, flagging sales caused annual revenues to fall to about \$8 million.²⁵ Stetson family members, who had benefited from a trust (made up mostly of company stock) set up by John B. Stetson with Fidelity Bank of Philadelphia acting as trustee, understood that with the company's

downturn, the stock should be sold. Given the company's failing health, however, only one serious buyer emerged – Ramco Enterprises, Inc., controlled by Ira Guilden, who already owned a large amount of Stetson Company stock and who clearly had designs to take control of the company. John B. Stetson's younger son, G. Henry, an income beneficiary of the family trust (and by this time in his late 70s), adamantly opposed the sale on the grounds of inadequate price and what he perceived as a conflict of interest (Ramco's ownership of large amounts of the company stock). G. Henry threatened to sue all parties involved, and with the threat of lawsuits, Ramco backed out of its offer to buy the family's stock unless the possibility of any potential litigation was removed.²⁶ Several years of failed negotiations ensued, but ultimately Ramco would not need the Stetson family-controlled stock. By 1968 Guilden had acquired the controlling interest in the Stetson Company by buying stock from sources outside the Stetson family. Once he had the majority interest, Guilden lost any incentive to deal with the family members who were then left with a greatly devalued trust.²⁷

John B. Stetson's heirs sued the Fidelity Bank for improperly handling the estate's trust. Fidelity put much of the blame on G. Henry Stetson for blocking stock sales – in particular, blocking stock sales to Ramco. Appellate court records from 1975 show that a number of Stetson family members, Thomazine Widdowson Clum, William Widdowson, Jr., John B. Stetson IV, and others, appealed a lower court's decision that Fidelity was not responsible for their loss of assets from the trust. In the appeal, all parties agreed on the following facts:

Fidelity's retention of the Stetson Co. stock from its appointment as a trustee until the middle of the 1960's is not questioned. All parties agree that, in the mid-60's, because of adverse developments in the hat industry in general, and the Stetson Co. in particular, "men of prudence, discretion, and intelligence" in the management of their own affairs would not retain an investment in the stock of the Stetson Co. It is also undisputed that, when Stetson Co. stock thus became an unauthorized investment, a duty arose on the part of Fidelity to exercise skill, prudence, and diligence in disposing of the stock.²⁸

The family contended that if Fidelity had exercised the "skill, care, and diligence" required of a trustee, it would have sold the stock in a timely manner. Fidelity in turn argued that despite its exercise of "skill, care, and diligence," sale of the Stetson common stock was impossible because no market existed for it. Fidelity also argued that it had done all it could to reconcile the differences between G. Henry Stetson and the one potential buyer, Ramco, to no avail. Basically, the question the family members asked the appellate court to decide was if Fidelity's failure to institute litigation against Ramco for backing out of an agreement to buy the family trust's stock holdings (because of G. Henry's litigation threats) was a failure to exercise skill, prudence, and diligence. The court found that it was not, primarily because Fidelity had consulted counsel and received the legal advice that litigation was not advisable. The court also found that Fidelity had "expended great effort in attempting to persuade G. Henry to withdraw his opposition and Ramco to buy in spite of G. Henry's threat of litigation."²⁹

With the loss of majority control in 1968, the era of Stetson family ownership was over and Ira Guilden began to assess the company's assets. Despite diversification into men's apparel, the company could not sustain domestic operations, and the Philadelphia plant shut down in the early 1970s. While most of the plant was razed, the clock tower and three buildings (the gymnasium, the auditorium, and the fitting room that had hosted many famous customers) were historically preserved befitting their role in Philadelphia's industrial past. Sadly, those landmarks burned down in 1980 as a result of arson.³⁰

Guilden had long romanticized the Stetson brand of cowboy hat and began to rebuild the company. By 1971, the only source of revenue for the Stetson Company came from royalties from hat producers selling hats under the Stetson brand name.³¹ The movies *Urban Cowboy* (1980) and *Indiana Jones* (1981) revived interest in the western hat and the Stetson company once again began to thrive – now as a licensing company rather than a manufacturer. Guilden subsequently licensed the Stetson name to Coty, a fragrance company, to create *Stetson* cologne; Coty made \$12 million in the first year of production of the scent. While the Stetson company briefly returned to hat manufacturing in 1974, buying a plant in Danbury, Connecticut, the venture never operated at a profit, and that plant and all other physical holdings were sold to the Resistol hat company in 1987.³² The trail of licensees is complicated, but today, the *Stetson Hat Company*, a company in Garland, Texas, holds the licensing rights to manufacture Stetson brand hats (www.stetsonhats.com). Many believe that the Texas manufacturing plant is *the* Stetson Company, but the Texas company serves as a manufacturing licensee to the remnants of John B. Stetson's original company, which today uses the name *Stetson Worldwide*.



Ira Guilden, 1980

Guilden, like other Stetson executives before him, was a benefactor of Stetson University and was awarded an Honorary Doctor of Laws degree from the University in 1983 at its 101st Convocation. The citation read in part, "Through your life and position you symbolize the bonds that have existed through the past century between this university and its first and great benefactor. His wisdom and means gave strength and direction which has made this university great. You represent the greatness of the present and the future."³³ Guilden died in 1984, just as the company began to rebound.

The company passed to Guilden's stepson Richard and son Paul. Richard ran Stetson until his death in 2006 and Paul took full ownership of the company at that time. According to a *Forbes.com* article, Paul Guilden plans to pass the company to his daughter (now about 34 years old).³⁴ By the time Paul Guilden took over, the Stetson company had become a licensor that branded not only hats and apparel, but eyewear, fragrances, and various accessories. The company was earning, on average, about 5% in fees on sales from licensees in 2009, with sales totaling about \$200 million a year.³⁵ In 2012, the company licensed the Stetson brand to Vision

Wine & Spirits who uses an undisclosed Kentucky distiller to create *John B. Stetson Kentucky Straight Bourbon Whiskey*; the bourbon has received very good reviews for a whiskey at its price point.

While the company remains privately controlled, and does not release much data on production or revenue, some information about the company's philosophy and direction can be found. During the Guilden family's ownership, a number of people have served as CEO, most notably Pam Fields, an experienced CEO who ran the company from 2008 until 2012. Fields began using the Internet, celebrity endorsements, and Stetson-sponsored concerts and events to publicize the brand. Stetson's current CEO, Izumi Kajimoto, with a long career in designer fashion, took the reins of the company in 2012. Quite unlike the days of employing 5,000 Stetson factory workers, Kajimoto oversees fewer than 10 people who now constitute the entire *Stetson Worldwide*, which is headquartered in New York City's garment district. She has continued Pam Fields' vision to make Stetson "cool" again – targeting fashionistas along with



Izumi Kajimoto, CEO, Stetson Worldwide

country and city cowboys, and by maintaining a high profile at summer music festivals, rodeos, and motorcycle enthusiast events. Celebrity endorsements continue to be an important marketing strategy, reminiscent of the visits of the old western movie stars to the Philadelphia hat factory. Her plan is to offer a trendy mix of hats that will appeal to a younger audience. The company began selling its full range of products online in 2012, including hats, footwear, apparel, accessories, eyewear, home goods, and fragrance (www.stetson.com).³⁶

John B. Stetson University

John B. Stetson's role in Stetson University is well-documented in *Stetson University: The First 100 Years*, a book published during the University's centennial year, 1983, by Stetson history professor Gilbert Lycan. The highlights of John B. Stetson's involvement in the University, however, are outlined below.

John B. Stetson developed an interest in DeLand in 1886 when he bought a citrus grove in the area and built a large winter estate. The 300-acre property, which the Stetsons called *Gillen* in a nod to the previous owners, included not only orange groves, but also pineapple, corn and other crops that were processed on site. Stetson grew sugar cane, as well, and had a syrup factory on the property. Peacocks roamed the grounds and several large alligators were



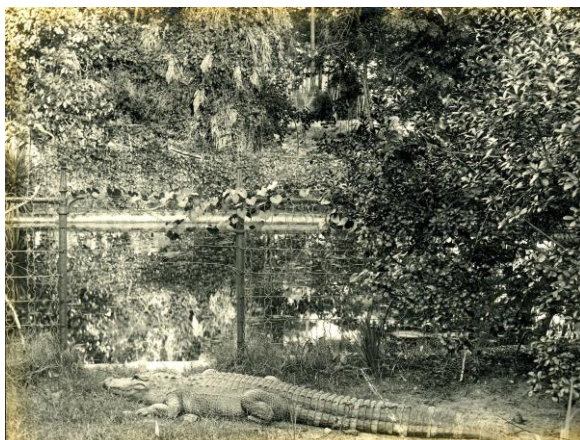
Stetsons' DeLand Home, circa 1900

kept in an alligator pit that is still visible in the neighborhood today. While many out-buildings existed on the property for various purposes, the only one that survives today is the schoolhouse where John B. Stetson's sons, John, Jr. and G. Henry, along with some of the estate staff children, were taught whenever the Stetsons were in DeLand. The home was one of the first in town to have electricity, and evidence of the original electrical system is still visible in the home. Beautiful inlaid wood floors of many patterns are found throughout the house and the large amount of stained glass in the windows has long been rumored to be Tiffany glass. (Today that home is known as the *Stetson*

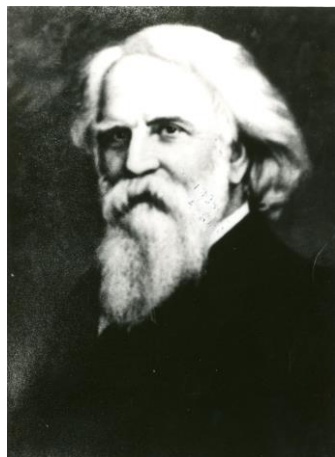
Mansion and is privately owned on a much smaller footprint of land. The house is beautifully renovated with much of the original interior intact. During the extensive renovation, wallpaper was removed from the second floor and the child-like signatures of John, Jr. and G. Henry were uncovered. The home is available for public tours and the owners, Michael Solari and J.T. Thompson, have hosted numerous Stetson University-related events. See www.stetsonmansion.com.)



Covered orange groves, factory buildings, and alligator pond on the Stetsons' DeLand estate



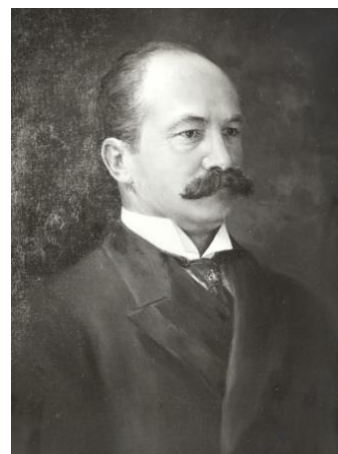
DeLand town founder Henry DeLand, a New Yorker who had made his fortune by manufacturing baking powder, started a fledgling school in 1883, DeLand Academy, which became DeLand College, and was chartered in 1887 as DeLand University. An early partnership with the Florida State Baptist Convention started a relationship that would last until 1995. Henry DeLand, however, firmly established the first Board of Trustees without input from the



**Henry DeLand,
University founder**

Convention, setting the tone for more independence than the Convention may have desired.³⁷ The University's first president, John Forbes, a professor in the State Normal School in Brockport, New York, was hand-picked by Henry DeLand to lead the school. At that time, the entire University was housed in one building, *DeLand Hall*. When the University needed outside funding in order to build its first dormitory, President Forbes began corresponding with John B. Stetson who had recently purchased property in town. Stetson gave his first donation of \$3,500 to the school in 1886, enabling the construction of a modern, beautiful new dormitory that was named *Stetson Hall* in gratitude. Soon after, Henry DeLand would lose most of his wealth in a freeze that destroyed much of the local citrus crops in which he was invested, and he returned to New York to go back to producing baking powder. While he would continue to serve on the University's Board of Trustees, he died in 1908 without ever regaining a significant level of wealth.³⁸

With the departure of Henry DeLand, President Forbes relied more heavily on John B. Stetson and his fortune, and Stetson was elected to the Board of Trustees in 1887. He became President of the Board in 1889 and would serve as a board member, most of the time as President, until his death. Stetson spent winters in DeLand, and was often on campus. He gave not only a significant amount of money to grow the school, but also shared the benefit of his business experience in the administration of the University. In 1889, the trustees changed the name of the school to *John B. Stetson University* in thanks. Stetson supplied the funding for many of the early University needs. Not only did he provide money for the President's salary (an endowment), biology and chemistry laboratories, furniture, and a gymnasium, but he also bought pianos, paid to have the grass cut, brought noted lecturers to campus, and provided firewood. Reminiscent of his generosity with his factory workers, Stetson brought crates of oranges to campus for students, gave Christmas gifts to the University faculty and staff, and sometimes invited the entire faculty to his home for dinner. It seems apparent from early University correspondence that the faculty and students were fond of John B. Stetson, not only because of his generosity, but because of his good humor and pleasant nature.³⁹



**John Forbes,
First Stetson President**

The University was not the only institution in DeLand that benefited from Stetson's money. The First Baptist Church, which Stetson attended when in town, was a recipient of support, as was the town itself - Stetson provided part of the money to build the road between DeLand and Orange City. But it was the University that Stetson supported most heavily, and much of the growth of the physical plant would not have been possible without his funding. John B. Stetson owned most of the land (all orange groves at the time) that makes up the current center of campus - from Woodland Boulevard to Amelia Avenue, and Minnesota Avenue to Michigan Avenue - which he gradually turned over to the University. In 1890 Stetson built a home for President Forbes and his family on a piece of campus property that he owned. (The President's home, later named *Holmes Hall*, sat in the center of campus where today the duPont-Ball Library sits; it was demolished in the early 1960s to make way for construction of the library.) The original two large palm trees that flanked the home came from the nursery on John B. Stetson's DeLand estate, and could be considered the first version of the "Palm Court."⁴⁰ Soon after the President's home was completed, John B. Stetson contributed heavily to funding the second dormitory on campus, *Chaudoin Hall*, constructed in 1891-1892. At the same time, construction began on what would long be considered the showcase building on campus - *Elizabeth Hall* - the first academic building after the all-purpose *DeLand Hall*. Once again, it was John B. Stetson who primarily funded the building, and it was named for his wife. The original construction included only the center section with the north and south wings added some years later.

John B. Stetson's role in the formation of the University cannot be underestimated. Forbes and Stetson had a close partnership and each relied on the talents of the other to move the University forward. Although he had no formal education, Stetson was instrumental in helping Forbes choose the early faculty members. Forbes, recruiting professors from established schools in the north, would sometimes meet prospective hires at the Stetsons' home in Pennsylvania in order for Stetson to assess the suitability of the potential faculty member. Based on conversations in personal correspondence, however, it is believed that Stetson did not stand in the way of hiring faculty of which he disapproved and that he gave Forbes considerable autonomy in running the academic side of the University. Forbes, in turn, deferred to Stetson on many University business-related matters, and often relied on him to offset University deficits and to finance much of the school's growth.⁴¹

By 1896, John B. Stetson's poor health at times interfered with his ability to conduct business. He had suffered from arthritis for many years, had been warned by doctors of the possibility of a stroke, and was sometimes bedridden for months at a time.⁴² The Stetson family continued to give generously to the University and often bailed the institution out of financial difficulties, but as the turn-of-the-century approached, it was apparent that the family could not support the University alone, and that a significant endowment must be established. Forbes struggled mightily, and the task was not easy, but he eventually cobbled together 18 donors (including John B. Stetson) who established a \$100,000 endowment that was publicly announced with great fanfare in 1898.⁴³

Over the next few years, the once-close relationship between Forbes and John B. Stetson seemed to grow somewhat cold. Stetson did not believe that the University should be training engineers and lawyers in the newly created schools of Technology and Law - he preferred that the University retain its emphasis on the liberal arts. Another source of contention was Forbes establishing relationships with other noted wealthy philanthropists of the day, in particular, Henry Flagler. (Forbes was also courting support from John D. Rockefeller.) Although the gift for the new *Science Hall* had been funded anonymously, it was well-known by the trustees that Flagler had been the major source of funding. (The building was named *Flagler Hall* only after his death at Flagler's request.) Stetson knew that people spoke of his resentment, and strongly denied any jealousy toward Flagler.⁴⁴ Historian Gilbert Lycan speculated, however, that despite agreeing on the need to broaden support, Stetson was somewhat hurt by Forbes seeking money from other well-known businessmen.⁴⁵

Whatever caused the rift, the relationship strained to the breaking point when Forbes became the central figure in a University scandal that caused John B. Stetson to turn on Forbes and to try to end his presidency. In the summer of 1901, rumors of an illicit relationship between the married Forbes and Mrs. Lena B. Mathes, one of the teachers in the Normal School, began to circulate. The Normal School, housed on campus during the summer, was a part of the public school system's effort to give teachers auxiliary training over summer breaks. Forbes' family, as was their usual practice, had gone north for the summer, leaving Forbes alone in the President's home. Many people on campus reported seeing Forbes and Mrs. Mathes together late in the evenings either in *Chaudoin Hall* where Mrs. Mathes was residing, in the President's home, or elsewhere on campus. Students, faculty, and staff were quite upset by the perceived scandalous behavior, with some students and faculty threatening to leave the University. When Mrs. Mathes left Stetson, the rumors died down - only to return when Forbes announced he was rehiring her as a professor in teacher education. The faculty was up in arms over the situation, with some threatening once again to quit. John B. Stetson, as President of the Board of Trustees, worried for the stability of the school and called for hearings on the matter in early 1902. The hearings were held at the downtown DeLand College Arms Hotel, which John B. Stetson owned.⁴⁶

The three "judges" at the hearings, John B. Stetson, W. H. Stewart (a trustee), and Dr. George B. Foster (of the University of Chicago, with which the University had an affiliation at the time), heard from a number of "witnesses" who recounted what they had seen and heard - with no questions or cross-examinations. John B. Stetson told the Board of Trustees that the purpose of holding hearings was to stop the rumors and hold the faculty together. Stetson claimed that he expected the hearings to have a favorable outcome for Forbes and that the matter would be settled. Quite to the contrary, the witness statements were so explosive and compelling that Forbes was immediately asked to resign. As Forbes considered the request, the three judges had second thoughts about the consequences if Forbes refused to resign, and they signed a statement that said that the hearings had not proven Forbes guilty and that it was in the interest of everyone at the University that all conversation about the matter cease.⁴⁷

Conversation did not cease, however, and relations between Forbes and John B. Stetson grew increasingly hostile. Forbes threatened to sue John B. Stetson for defamation, and in turn, Stetson hired lawyers to investigate Forbes' "immoral conduct." Forbes began lobbying the other University trustees to come to his defense, and many were inclined to do so. After much back-and-forth, a special Board meeting was called in which John B. Stetson read a very strong statement against Forbes' behavior, and all of the witnesses who had already shared their stories retold them in front of the full Board. The transcripts from the original hearings are preserved in the University archives, and the evidence is quite convincing that an "illicit" relationship between Forbes and Mrs. Mathes did, in fact, occur.⁴⁸ Witness accounts were graphic and detailed and often corroborated. Lycan states in his account of the scandal that given the compelling nature of the testimony of many witnesses, it was "amazing that most of the trustees still did not feel that Forbes was guilty."⁴⁹ Many of the trustees instead seemed to think that John B. Stetson was persecuting an innocent man. John's wife, Elizabeth, who had attended the Board meeting to answer questions, is reported to have said that "They have put Mr. Stetson on trial!"⁵⁰

The meeting was dramatic, with religious overtones, and with one trustee, W. N. Chaudoin, so ill that he had to lie on a couch during the proceedings. In the end, only two trustees supported John B. Stetson - Henry DeLand and Reverend David Moore - and they withdrew their negative votes against Forbes in exchange for a final resolution that did not denounce John B. Stetson. The resolution supporting Forbes, therefore, was recorded as unanimous and stated that Forbes was a "gentleman of the highest integrity, a Christian whose conduct had been beyond reproach."⁵¹ Forbes and Mathes each sued John B. Stetson for \$250,000 and Stetson filed countersuits. While threats of litigation dragged on for some time, all suits were eventually dropped without going to court. In 1903, the trustees voted for a new Board President, W. N. Chaudoin, who replaced John B. Stetson. Though in DeLand at the time, Stetson was too ill to attend the meeting.⁵²

The *Volusia County Record* subsequently printed a number of stories criticizing John B. Stetson's ouster as Board president, and the stories made clear the great amount of evidence that was presented to the Board against Forbes. With Forbes still at the helm, the University was in turmoil, and eventually Forbes realized that he no longer had the reputation he needed to advance the school. He resigned in September 1903, and the Board accepted the resignation at their meeting in February 1904. Forbes returned to New York and purchased the Rochester Business Institute with a group of friends, and dedicated himself to building that school for the rest of his life.⁵³ In an odd turn, however, Forbes remained on the Stetson Board of Trustees for two years after his resignation as president, aggravating John B. Stetson's dissatisfaction with how the Forbes affair was handled.

After the rift, John B. Stetson ceased to give money to the University for the next couple of years, despite the appointment of a new President, Lincoln Hulley. Hulley courted Stetson, however, and eventually enticed him back into an active role, not only financially, but also including his reelection as President of the Board of Trustees in 1906. In order to move the University forward and start fresh, Stetson agreed to add \$100,000 to the endowment and then

resign. In return, the “old” trustees would name an entirely new Board. Before the deal could be completed, however, John B. Stetson suffered a stroke at his DeLand home and died.

Elizabeth Stetson, although not as directly involved with the University as her husband had been, remained an essential financial resource after her husband’s death. She married a Portuguese Count in 1908, but she remained in control of her Stetson fortune, and gave regularly to support the University, most notably matching Andrew Carnegie’s \$40,000 to build the University’s first free-standing library (now *Sampson Hall*) in 1908. Lincoln Hulley often consulted with Elizabeth on major decisions – especially in terms with how to deal with the Baptist Convention. Elizabeth had concerns about the Convention’s increasing desire for control at Stetson, but also realized that without income from the Baptists, more financial support would be expected of the Stetson family. John Stetson, Jr., however, by this time a University trustee himself, had no such conflicting thoughts about the Convention - he urged Hulley to break ties with them in order for the University to have governing autonomy. Hulley was in no financial position to cut ties, and the relationship with the Baptists continued for many years. John, Jr. would go on to serve as the President of the University Board of Trustees for 30 years, and his attitude toward the Convention softened over time.⁵⁴

The Stetson family would continue to influence and support John B. Stetson University for many years. Elizabeth gave generously to the University throughout her life and both of her sons, John, Jr. and G. Henry, served on the Board for decades, as did John Stetson III (John, Jr.’s son). John B. Stetson Company executives also generously supported Stetson, including J. Howell Cummings, a Stetson Company president, for whom *Cummings Gymnasium* was named; T. C. Search, a Stetson Company manager and a long-time early trustee; and David Harshaw, a Stetson Company president who was with the company for 50 years and served on the University’s Board from 1954 to 1992. While it is impossible to know for sure, it may be a safe bet that DeLand University would not have survived and thrived without the Stetson family. While current students today often wonder why the University mascot is *The Hatter*, their Stetson University experience is the result of a long and colorful Hatter legacy.

The Stetson Family: A Brief Family Tree

The John B. Stetson family tree is complex, with a number of members having multiple marriages that were not necessarily well-documented, making a complete genealogical accounting elusive. Most of the family members in the most recent generations have not had a significant relationship with the University, and not all of the names of the most recent generations of John B. Stetson’s direct descendants are known to the University. The family members with ties to the University, however, are outlined below.

John B. Stetson (1830-1906) may have been married three times, although very little information exists about the first two wives. 1850 Census records indicate that John B. Stetson (20 years old at the time) was married to **Nancy Haines** (19 years old). The 1860 Census corroborates the relationship. Records indicate that John and Nancy had a daughter in 1851,

Wilhemina “Minnie” Stetson (1851-1914). It is unclear if John and Nancy were divorced, or if Nancy died. The 1870 and 1880 Censuses, however, list John B. Stetson as married to **Harriet Stetson**, with no indication of children born to them. Harriet Stetson is believed to have died in 1883. The ages and dates in the censuses seem to indicate that this is *the* John B. Stetson - the 1880 Census occupation designation of “Hat Mfg” provides additional evidence.⁵⁵

John married **Sarah Elizabeth Shindler** (1854-1929), called Elizabeth, in 1884 in a well-known marriage. John and Elizabeth had three boys:

- **John B. Stetson, Jr.** (1884-1952), married in 1907 to **Ruby F. Carlisle** (died 1962), with whom he had four children: **Stuart Carlisle Stetson** (married to **Anne Denny**); **Thomazine Stetson Widdowson** (married to **William Widdowson**); **Jane Burton Stetson** (married seven times: **Thomas Cartledge**, **C. Edward Jones** [twice], **Craft**, **Hudson**, **J.J. Cruise**); **John B. Stetson III** (married to **Winifred Walton**).
- **George Henry Stetson** (1887-1983), who went by G. Henry Stetson, married **Helen B. Lewis**, with whom he had two children: **Elizabeth Shindler Stetson Allen** (married to **Frederick Allen**); **Anne Woodruff Stetson** (married to **Paul Norris**). G. Henry was married at least two more times, to **Lucretia Stetson**, and to **Sybilla Stetson** (to whom he was married at the time of his death).
- **Benjamin Shindler Stetson** died as a child, at about six years old. The Chapel in *Elizabeth Hall* was dedicated to Benjamin in 1897.

Elizabeth Shindler Stetson was born in Indiana and as a young woman went to Philadelphia to study music. She met John B. Stetson through her work with the Stetson Mission and the



**Elizabeth
Shindler, 1880**

Mission Bible Class.⁵⁶ Elizabeth and John had their primary home in Elkins Park, Pennsylvania. The estate, which was called *Idro*, was large and ornate and typical of a wealthy family home at the time. Elizabeth, by many accounts, preferred the north and was not particularly fond of DeLand. DeLand was small, with little social and cultural life, and the heat would have been oppressive in the days before air-conditioning. Although she and John built a large home on the southwest side of town, the original plan was for a much larger estate - which Elizabeth decided would not be necessary since she did not plan for the family to spend considerable lengths of time in Florida. Nevertheless, she did come to campus on occasion, and the first academic building, *Elizabeth Hall*, was named for her. After John B.



**Elizabeth Shindler Stetson,
c. 1925**

Stetson’s death, Elizabeth Stetson married Count Santa Eulalia, a Portuguese nobleman, in 1908, and became known as the Countess of Saint Eulalia. The Countess was an active member of many civic

and cultural organizations in the Philadelphia area, including the Matinee Musical Club, Civic Club, Republican Women of Pennsylvania, and the League of Pennsylvania Women, among others. She served as Chair of the Germantown and Chestnut Hill Committee for the Philadelphia Orchestra and Vice President of the Associate Board of Women of the Stetson Hospital.⁵⁷ Elizabeth died unexpectedly of the flu on a trip to California in 1929 at the age of 75 and was buried in West Laurel Hill Cemetery, where John B. Stetson had been buried 23 years earlier.

John B. Stetson, Jr., a respected historian and a founding member of the Florida Historical Society, was a Harvard-educated scholar as well as a businessman. Immediately after graduating from Harvard in 1907, John, Jr. took his father's place on the company's Board of Directors, and travelled extensively in Europe and North Africa on behalf of the company. He also started his own small businesses in such diverse concerns as a "cotton bleachery" (the Defiance Manufacturing Company) and the manufacturing of razors, as well as investing in art galleries. In 1916, John trained as a pilot, was commissioned as a first lieutenant in the military, and served in France during World War I (mostly as an aviation instructor). He was discharged as a Captain in 1920 and returned to the United States to publish a two-volume translation of Pero de Magalhaes' *Histories of Brazil*. In 1925 President Coolidge appointed him U.S. Minister to Poland, a post he held for six years. John returned to the United States on occasion during his foreign service, sometimes to come to Stetson University for trustee meetings.⁵⁸ He had followed in his father's footsteps and served as the University Trustee President from 1906 to 1941 and remained on the Board until his death in 1954. While he remained involved with University affairs, financially John encountered numerous difficulties and apparently went through much of his inherited wealth in his various business enterprises. In



**John B. Stetson, Jr.
during World War I**

a letter to University President Hulley in September 1932, John wrote, "I thought I made it clear to you in June that it was absolutely beyond my financial ability to make any contributions to the University this year. It is all I can do to find cash enough to keep me out of the poor house."⁵⁹

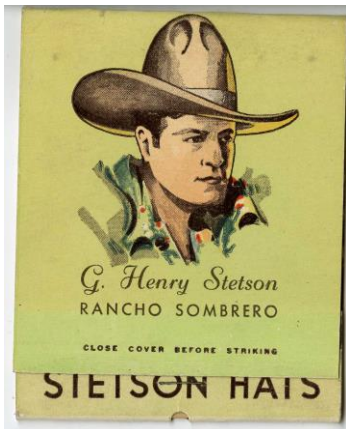
John also served as a trustee at Bucknell University and served as curator of Portuguese literature at Harvard. Based on his expertise in Florida history, John was part of a prominent 1924 U.S. delegation that returned the remains of explorer Pedro Menendez, long enshrined in St. Augustine, to the Spanish city of Avila. To this day, John, Jr. is revered in Avila, and city officials have made several trips to Stetson University in recent years, presenting the library with several books on their city. In 1930, John bought a seat on the New York Stock Exchange and formed the brokerage firm



**John, Jr. and wife Ruby at
Stetson University**

Stetson and Blackman with Daniel S. Blackman. He was expelled from the Exchange three years later, however, for a misstatement in answering a questionnaire and refusing to give the Exchange information that it requested. Upon the death of his second son, Captain Stuart C. Stetson, in a flying accident in 1942, John enlisted in the Marine Corps in the recruiting service. His other son, Major John B. Stetson III, was also lost during the war years. In 1943, John transferred to the Army and became a fiscal advisor to the commanding general in Iran. In 1951, it was John who suggested that the name of John B. Stetson University be shortened to the more commonly used *Stetson University*.⁶⁰ He died at home in Elkins Park, Pennsylvania in 1952, with the military rank of Colonel, survived by his wife Ruby, and his two daughters Thomazine Widdowson and Jane Burton Cruise.⁶¹ Stetson President J. Ollie Edmunds represented the University at John's Philadelphia funeral. After his death, the University held a memorial service for John in the *Elizabeth Hall Chapel* with his portrait displayed in the foyer.⁶²

G. Henry Stetson continued to be involved in the Stetson Company after his father's death, serving on the Board of Directors for many years and often travelling overseas to represent the company.⁶³ He moved to California in the 1920s and lived on a large citrus ranch in the



**Package of matches
from G. Henry Stetson's
ranch in California**

northeastern San Fernando Valley. At their California home, dubbed *Sombrero Ranch*, the Stetsons (at least two of G. Henry's wives lived with him at the ranch over the years) entertained Hollywood celebrities and many of their wealthy friends. The ranch was known for its beauty and extravagant furnishings and included a hotel-size kitchen, servants' quarters, and a nine-car garage. The estate also housed a huge swimming pool which held a million gallons of water and connected to a stream, smaller pools, and a waterfall - all of which accommodated not only swimmers, but the family's rowboat. One of G. Henry's wives, Sybilla, remembers stocking the pool and fishing in it during World War II when supplies to clean the pool were scarce. G. Henry sold the ranch to the Mormon Church in 1959, but retained the right to live there for the rest of his life. The ranch was eventually destroyed by a 1963

mudslide, however, and the Stetsons relocated to Woodland Hills where they lived until G. Henry's death in 1983 at the age of 95. A 1971 earthquake further damaged the property and the Mormon Church sold it to a developer who built a large mobile home park that occupies much of the property today. The city required the developer to set aside a small portion of the estate for public recreation and a 29-acre area called *Stetson Ranch Park* was preserved as a small rural oasis of horse trails in a large urban area.⁶⁴ Like his father and older brother, G. Henry served as a Stetson University Trustee from 1913 to 1964 after which he served as a Trustee Emeritus until his death. At the time of his death, G. Henry had six grandchildren and 13 great-grandchildren.



**G. Henry Stetson and his
wife at Stetson University**

John B. Stetson III, son of John, Jr., also served as a University Trustee from 1930 until his death in 1945. Not much is known about John III, except that he served in the military and was killed in World War II.

A number of the Stetson great-grandchildren, including **Stuart Stetson, Jr., Thomazine (“Tim”) Widdowson Clum, William “Bill” Widdowson**, (with his wife Diane and their son Bill, Jr.), **Stuart Carlyle Stetson III** (with wife Tina), and **Gail Jones Bonter Leitzel Sherman** have visited the Stetson University campus. When Tim and her cousin Gail toured campus a number of years ago, they discovered an ornate antique round table in the Provost’s office that had once been in the nursery of their great-grandparents home in Pennsylvania and they related stories of playing under the table as children. Only two of the Stetson family members attended the University that has so benefited from the Stetson name over the years - **Stuart Stetson, Jr.** attended in the early 1950s and his granddaughter **Carly Stetson** attended in 2002-2003, although neither graduated.

While the majority of the extended family members have not been engaged with the University, two of the great-grandchildren, **Sandra Stetson Schifter Martinuzzi** (John, Jr.’s granddaughter) and **Lewis Stetson Allen** (G. Henry’s grandson), have contributed generously. **Sandra Martinuzzi**, who is in poor health and lives in south Florida, has long been a library donor, and recently gave a large gift to establish an aquatic center at Stetson’s property on Lake Beresford.

Lewis Stetson Allen worked for the Stetson Company as a Vice-President and held a life-long passion for the Stetson family history and legacy. Over the years he shared information about the family, as well as family photographs, with the Stetson librarians and never failed to correct any misinformation in the files or that had appeared in the media. In 2005, as a University Trustee, Lewis was responsible for dissolving the Stetson University Library Maintenance Trust (that was established in 1908 and held by Florida National Bank) and transferring the assets to the University to establish the S. Elizabeth Stetson Endowed Library Fund. Lewis established the Elizabeth Shindler Stetson Allen Piano Scholarship endowment in 2013 in honor of his mother (G. Henry’s daughter). Lewis’ siblings, **E. Brooke Rankin, Frederick Allen**, and **Stephen Allen**, also contributed to the fund when it was established. When he was near death, Lewis established a University Archives endowment, the Lewis Stetson Allen Endowment, that will be used to help librarians preserve both University and Stetson family history. As a tribute to their father when Lewis passed away in 2015, each of his children, **Elizabeth Allen, Nicholas Allen, Garrett Allen**, and **Hunter Allen**, made a donation to the Piano Scholarship that meant so much to him.

Family members have also donated many Stetson family items and heirlooms to the University Archives. **Gail Sherman** donated a sterling silver loving cup inscribed, “Presented to Capt. Jno. B. Stetson, Jr A.S. by his staff. Second Aviation Instruction Center, France, December 28, 1918”; a blue china bowl inscribed as a gift to John B. Stetson in 1905 from either E. H. Talton (his DeLand estate Superintendent of Groves) or E. H. Talton’s father; and an ornate

sterling silver baby cup made for Benjamin Stetson, John B. Stetson's son who died at six years old. **E. Brooke Rankin** donated 21 Stetson hats and hat boxes to the University Archives, including some that belonged to her grandfather, G. Henry. His name, or that of Brooke's husband, **Dean Rankin**, is engraved in most of the hats. **Bill Widdowson**, grandson of John B. Stetson, Jr., donated numerous Stetson-related items, included a sterling silver baby rattle and sterling silver baby fork that belonged to his grandfather; a silver-plated tray presented to John B. Stetson by his employees in the "Finishing Department" in 1877; documentation on the original Stetson estate in DeLand; and numerous family photos (including shots of *Idro* and a wedding photo of Elizabeth and the Count of Santa Eulalia).



Wedding portrait of Elizabeth Stetson and the Count of Santa Eulalia. L to R: Ruby Stetson, John B. Stetson III (baby), John B. Stetson, Jr., Elizabeth, the Count, Mary Ann Shindler, Helen Brook Stetson, Elizabeth Stetson Allen (child), and G. Henry Stetson

Christmas card depicting the Stetson estate, Idro, in Elkins Park, Pennsylvania



Endnotes

- ¹ Stetson Hat Company website. <http://www.stetsonhat.com/history.php>
- ² "The J.B. Stetson Co.," *Wall Street Journal*, May 13, 1891, p. 4.
- ³ Roman A. Cybriwski and Charles Hardy III, "The Stetson Company and Benevolent Feudalism," *Pennsylvania Heritage*, Spring 1981, p. 14.
- ⁴ Cybriwski and Hardy, p. 15.
- ⁵ Cybriwski and Hardy, p. 16.
- ⁶ *The Human Element in the Stetson Business*, company pamphlet, 1925, p. 6.
- ⁷ "John B. Stetson," *Florida Baptist Witness*, November 27, 1895.
- ⁸ Cybriwski and Hardy, p. 16.
- ⁹ *The Human Element in the Stetson Business*, p. 4.
- ¹⁰ "Santa Claus, Laden with Rich Gifts for All, Visits his Happy Stetson Family and Distributes Royal Largess," *The Hat Box*, January, 1921, pp. 8-9.
- ¹¹ Cybriwski and Hardy, p. 15.
- ¹² "Americanization," *The Hat Box*, October, 1919, p. 2.
- ¹³ Sanford M. Jacoby, ed., *Masters to Managers: Historical and Comparative Perspectives on American Employers*. New York, Columbia University Press, 1991, p. 62.
- ¹⁴ Michael Mink, "One Man's Crowning Glory: Top Hat: Stetson's Keen Marketing Savvy Made Him 'Boss of the Plains'," October 12, 2004, <http://news.investors.com>.
- ¹⁵ "John Batterson Stetson," <http://www.findagrave.com/cgi-bin/fg.cgi?page=gr&GRid=12902>.
- ¹⁶ Letter in the Stetson University Archives, undated.
- ¹⁷ *The Human Element in the Stetson Business*, p. 14.
- ¹⁸ Apprentice contract between Joseph Gasz and John B. Stetson, July 2, 1885. Stetson University Archives.
- ¹⁹ Cybriwski and Hardy, p. 17.
- ²⁰ Cybriwski and Hardy, p. 18.
- ²¹ Kim Bhasin, "Stetson Looks to Hipsters to Move Beyond the Cowboy Hat," *Bloomberg.com*, September 9, 2015. <http://www.bloomberg.com/news/articles/2015-09-09/stetson-looks-to-hipsters-to-move-beyond-the-cowboy-hat>.
- ²² Patrick Bousquet, "It Had to Be a 'Good Un'," 1992. <http://www.phantomranch.net/western/BousequetArticles/stetson.htm>.
- ²³ Biederman, Marcia. "Stetson Fits a Much Smaller Size," *Crain's New York Business*, December 7, 1987, p. 19.
- ²⁴ *Estate of John B. Stetson, Deceased (two cases). Appeal of Thomazine Widdowson Clum, and William Work Widdowson, Jr., in No. 627. Appeal of John B. Stetson, IV, et al., Supreme Court of Pennsylvania. 463 Pa. 64; 345 A.2d 679. January 20, 1975, Argued; October 3, 1975, Decided.*
- ²⁵ Bhasin.
- ²⁶ *Estate of John B. Stetson, Deceased (two cases).*
- ²⁷ *Estate of John B. Stetson, Deceased (two cases).*
- ²⁸ *Estate of John B. Stetson, Deceased (two cases).*
- ²⁹ *Estate of John B. Stetson, Deceased (two cases).*
- ³⁰ Cybriwski and Hardy, p. 19.
- ³¹ Jeffrey B. Snyder. *Stetson Hats 1865-1970 and the John B. Stetson Company*. Atglen, PA: Schiffer Publishing, 1997, p. 70.
- ³² Associated Press. "Hat City's Last Hat Factory to Close," *AP News Archives*, December 14, 1987. <http://www.apnewsarchive.com/1987/Hat-City-s-Last-Hat-Factory-To-Close/id-d4c18bb483d35e24793daaa34f6ce393>.
- ³³ Stetson University press release, November 13, 1984.
- ³⁴ Burkitt, "Stetson's Hat Tricks," *Forbes.com*, March 10, 2009.
- ³⁵ Burkitt.
- ³⁶ "New York," *PRNewswire*, October 17, 2012.
- ³⁷ Gilbert L. Lyan, *Stetson University: The First 100 Years*. DeLand, FL: Stetson University Press, 1983, p. 8.

-
- ³⁸ Lycan, p. 13-14.
- ³⁹ Lycan, p. 45-46.
- ⁴⁰ Lycan, p. 47.
- ⁴¹ Lycan, p. 48.
- ⁴² Lycan, p. 60.
- ⁴³ Lycan, p. 63.
- ⁴⁴ *Copies of Evidence. John B. Stetson University Scandal* [sic], 1902, p. 1.
- ⁴⁵ Lycan, p. 91.
- ⁴⁶ Lycan, p. 93.
- ⁴⁷ Lycan, p. 93.
- ⁴⁸ *Copies of Evidence.*
- ⁴⁹ Lycan, p. 95.
- ⁵⁰ Lycan, p. 95.
- ⁵¹ Lycan, p. 97.
- ⁵² Lycan, p. 100.
- ⁵³ Lycan, p. 100-101.
- ⁵⁴ Lycan, p. 201-202.
- ⁵⁵ 1850, 1860, 1870, 1880 U.S. Federal Censuses. <http://familysearch.org>.
- ⁵⁶ "Widow of John B. Stetson Dies," *The Hat Box*, v. 10, no. 8, May 1929, p. 7.
- ⁵⁷ "Widow of John B. Stetson Dies," p. 7.
- ⁵⁸ "Obituaries. John Batterson Stetson, Jr.," *American Antiquarian Society*, April 1953, p. 18-19.
- ⁵⁹ Letter from John B. Stetson, Jr. to Lincoln Hulley, September 8, 1932, Stetson University Archives.
- ⁶⁰ Undated press release, Stetson University Archives files, [1952].
- ⁶¹ "Obituaries. John Batterson Stetson, Jr.," p. 19.
- ⁶² "Memorial Chapel Stetson's Tribute," *The Stetson Reporter*, November 21, 1952, p. 1, 3.
- ⁶³ Bousquet.
- ⁶⁴ Phil Sneiderman, "Horseback Outback: No-Frills Park Could Use a Few, Riders Say," *Latimes.com*, January 22, 1990. http://articles.latimes.com/1990-01-22/local/me-353_1_ranch-park.