Outside the Lines

Editor Michael Haupert

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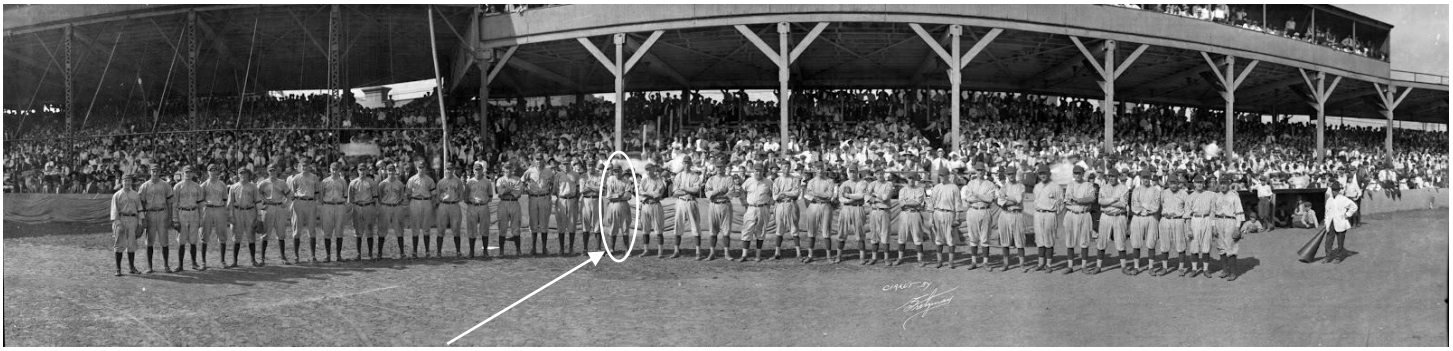


The Yankees and their new star, Babe Ruth, line up for an exhibition game in Indianapolis in September 1920

In This Issue

A History of the Chicago Cubs Franchise

By Mike Haupert

The Chicago Cubs ownership history here is part of a joint project between the Business of Baseball Committee and the BioProject site. As they are completed, the histories will appear in this newsletter and be posted permanently at https://sabr.org/bioproj/topic/team-ownership-histories. *If you are interested in doing a team's history, or part of a team's history, such as the St. Louis Browns years of the current Baltimore franchise, please contact Andy McCue, agmccue44@earthlink.net, who will be coordinating the project. Several team ownership histories are already completed or under preparation, but many still need authors.*

The histories should be as comprehensive as possible, covering the changes in ownership, the price paid, the makeup of partnerships, the division of responsibilities among the partners, the reasoning of both the buyers and the sellers, and economically significant events within the era of each ownership group. There is no need to talk about events on the field unless they have a direct impact on the bottom line or a change in ownership.

It is likely that arguments with cities over stadiums and threatened (or actual) re-locations will play a role in the essays. The histories should be long enough to tell the story, but should be as tight as possible. There is no set word limit. The essays should include endnotes on sources. Heavy detail, such as the holdings of minor partners, might well be left to those endnotes.

Research guidance will be available if needed. Over the long run, it will be necessary to keep updating these essays and the original researchers will be given first opportunity to do those updates.

A History of the Chicago Franchise in the 19th century (part 1 of 3)

By Michael Haupert

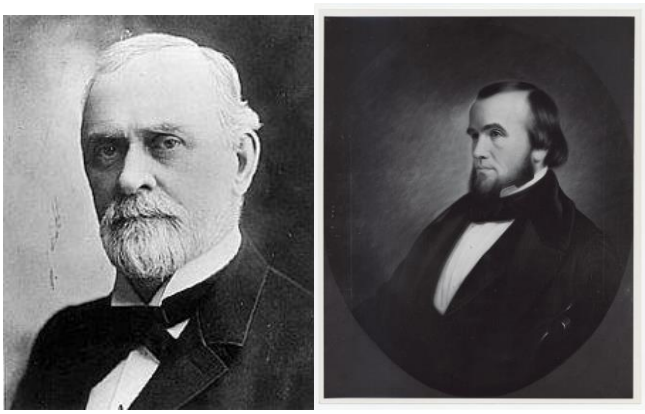
Birth of the White Stockings

The success of the 1869 Cincinnati Red Stockings, the first openly, all-professional baseball nine, sparked imitators. One of them was in Chicago, where jealousy and a fit of civic pride spurred prominent citizens to start a subscription that very summer. While Chicago had grown in size, it did not grow in stature, at least from the viewpoint of the business community. Despite its standing as the fifth largest city in America, the business community had an inferiority complex, and felt that eastern cities did not take it seriously. The Chicago business elite were anxious to change that, and a

group of them decided that baseball was the avenue that would lead to that change.

Word went out that on October 1, 1869 there would be a meeting of all those "interested in securing to this city a base ball club which shall beat the world."[1] Some 50 of Chicago's elite businessmen attended a meeting at the Briggs House that night for the purpose of forming a professional ball club. Among those in attendance were Potter Palmer (hotel and real estate tycoon), who was elected president of the newly formed Chicago Base Ball Club, and David A. Gage (once and future city treasurer), who was elected treasurer. The plan as proposed "would be not to form a stock corporation, but instead to keep a record of subscriptions, and at the close of the season declare dividends, if any, *pro rata*."[2]

By the end of the month the new club was searching for players. An ad was placed in the *New York Clipper* headlined "To Base Ball Players." It read, in part: "All professionals desirous of connecting themselves with the Chicago Club are requested to address, stating terms as to salary, etc. . . . as evidence of the soundness and reliability of the movement, it is only necessary to state that Potter Palmer is President and David A. Gage Treasurer of the new club."[3] Before the season began, Palmer stepped down as President, and Gage was elected in his place.



Potter Palmer (l) and David Gage (r), first two White Stockings presidents

The first player signed by the new club was Jimmy Wood. By opening day of the 1870 season, the roster was filled, and players were outfitted in handsome new uniforms sporting white stockings, which would quickly become the moniker by which they became famous. On April 30th the *Chicago Tribune* noted that "the snowy purity of the hose has suggested the name of 'White Stockings'."[4] That first season the White Stockings claimed three locations spread around the city as their home turf, rotating between Dexter Park, Ogden Park, and Lake Front Park.[5]

The White Stockings achieved other firsts that year, including the ignominious distinction of being the first professional team to be shut out. In response, sportswriters coined the term "Chicagoed" to refer to such an outcome.[6] The whitewashing was symptomatic of bigger problems for the local nine. The *Chicago Republican* called for an overhaul of the club from top to bottom, citing its "miserably poor record," which it blamed on both the players and management, accusing the latter of inefficiency, and calling for "the immediate reorganization of the club, for the next season, under some vigorous management."[7]

The *Chicago Tribune* noted the discontent, reporting that shareholders realized that while professional baseball was a business, it was not the same as running a store or a hotel. The shareholders finally put their frustrations into action. On August 8th they ousted President Gage and replaced him with majority shareholder Norman T. Gassette. The move paid quick dividends. "When the White Stockings were at their lowest

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[1] "Sporting," *Chicago Tribune*, September 28, 1869, p 1

[2] "Base Ball The Professional Club Project," *Chicago Tribune*, October 2, 1869, p 4

[3] *New York Clipper*, October 30, 1869, p 237

[4] "Sporting Matters," *Chicago Tribune*, April 30, 1870, p 4

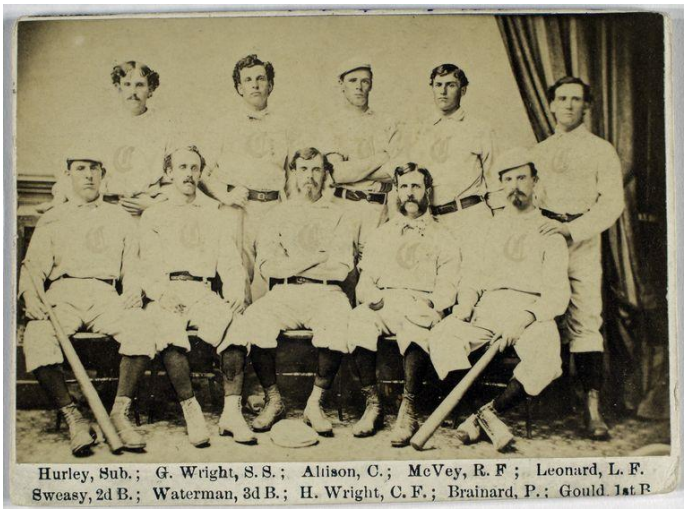
[5] Dexter Park was located well south of the city center, at 47th and Halsted streets, two miles south of the current site of Guaranteed Rate Field. Ogden Park, a popular site for ice-skating, used in the summer for baseball games, was located on the near north side at the intersection of what is today Ontario and Michigan Avenue. Lake Front Park, also known as Union Base-Ball Grounds, was located in downtown Chicago at the intersection of Michigan and Randolph, now part of Millennium Park. In 1869 the lake was much closer to Michigan Avenue than it is today.

[6] Bales 2019, p 28

[7] "Base-Ball," *Chicago Republican*, July 25, 1870, p 4

ebb, scarcely superior to one of our amateur nines, Norman T. Gassette was called to the presidency, and, by unremitting exertion, and rare administrative ability, in a few short weeks, placed the club on its old footing . . . the disorganizing elements have been weeded out and replaced by capable and willing hands."[8]

The highlight of Chicago's first season came in early September when they traveled to Cincinnati and vanquished the Red Stockings by a score of 10-6. "The mission of the White Stockings has been accomplished," crowed the *Chicago Tribune* under a headline bragging "The Redoubtable Red Stockings Defeated by Chicago's $18,000 Nine." Acknowledging that it was an expensive undertaking, they rationalized it by noting that "the organization was effected with a direct view to beating the Red Stockings, and they have done it."[9] So giddy were Chicago fans over this triumph that some 3000 gathered at Union Depot to greet their conquering heroes when they returned late the next evening. Proving it was no fluke, the White Stockings put an exclamation point on their season with a second victory over the Red Stockings in Chicago the following month.



The 1869 Red Stockings, successful on the field, but not off

Despite the success and ensuing enthusiasm, the *Chicago Tribune* encouraged the team to close up shop. "The Chicago Base Ball Club . . . was organized to take the honors from the Cincinnati boys . . . and accomplished it. It has beaten the Red Stocking [sic], and all the other clubs, and now stands at the head of the game. This is the best of all times to disband . . . the misfortune of greatness is, that it does not know the proper time to quit. The inglorious disbandment of the Red Stockings [who had disbanded the previous day] should admonish the White Stockings to avoid a demise under similar circumstances a year hence."[10]

Unfortunately for Chicago, like Cincinnati the year before, success on the field did not translate to the front office. The White Stockings ended the season $3000 in the red, half of which was player salaries in arrears. But the *Chicago Tribune* reported in November that "the stockholders have lost neither faith nor enthusiasm, and it need surprise no one, if, after the 1st of January, they announce a nine which will challenge comparison with any in the land."[11]

The season was neither a financial success, nor an orderly affair. It ended in chaos, predictable given the method of recognizing the champion of the unorganized competition that existed in 1870. The whip pennant, the symbol of the baseball championship, was awarded to the best team over the course of the season. The pennant was not awarded to the team with the most wins or the best overall record, but had to be won from its current holder in a best two of three match. The Mutuals of New York laid claim to the honor on September 22nd with their second triumph of the season over the Brooklyn Atlantics – the holders of the pennant at the time.

One month later, the White Stockings were in a position to steal the pennant when the Mutuals visited Chicago. If they could defeat the New York club - having beaten them in New York earlier, they could lay claim to the pennant. The Mutuals travelled to Chicago on October 30th for the match, which ended in a controversy, called in favor of the White Stockings. Chicago thus laid claim to the pennant. Citing the controversial ending of the game, and claiming that it was merely an exhibition game, and not a part of the championship season,

[8] "The National Game," *Chicago Tribune*, September 12, 1870, p 4

[9] "White Above the Red," *Chicago Tribune*, September 8, 1870, p 4

[10] "$10,000 for Charity," *Chicago Tribune*, November 28, 1870, p 2

[11] "The Sporting World," *Chicago Tribune*, November 13, 1870, p 3; "The Sporting World," *Chicago Tribune*, January 17, 1871, first edition, p 4

the Mutuals refused to relinquish it. Adding to the confusion, the Red Stockings had lost fewer games than any other team, but had lost twice each to both Brooklyn and Chicago. So, while technically not able to claim the pennant, they did have grounds to argue they were the best team over the course of the season. And they were not alone in clubs claiming for one reason or another to be the rightful champions. This sort of confusion would play a part in the formation the next season of the National Association of Base Ball Players (NA), the first formal organization of professional teams, of which the White Stockings were a charter member.

Chicago in the National Association

Norman Theodore Gassette, majority owner and president of the first NA Chicago franchise, was born in Townsend, Vermont on April 21, 1839. His family moved to Chicago when he was 10. He served as a brevet Lt. Colonel for the Union Army, clerk of the circuit court of Cook County from 1868-72, and became a prominent lawyer and realtor in the city. He died in Chicago on March 26, 1891, a month shy of his 52nd birthday. While his interest in the club waned after the devastating fire in October of 1871, he did chair the meeting held the next year to revive the team.[12] By the time it returned to the NA in 1874, he had moved on to other endeavors, selling his shares in the team to William Hulbert in the fall of 1876.[13] He was one of a number of prominent businessmen to invest in the resurrected franchise.

Norman Gassette

Others included the aforementioned Potter Palmer and David A. Gage, as well as General Philip H. Sheridan, George M. Pullman (industrialist and inventor), J. M. Richards (president of the Chicago Board of Trade), and Francis B. Wilkie (editor of the *Chicago Times*), as well as an up and coming businessman by the name of William Ambrose Hulbert.

The National Association of Professional Base Ball Players was formally created at a March 17, 1871 meeting of ten club representatives (the White Stockings among them) in New York City at Collier's Rooms, a saloon on the corner of 13th and Broadway. The main purpose of the meeting was to bring order to the process of recognizing a champion among the professional base ball clubs in the country. Rules were discussed and a ten dollar entry fee was established for any team wishing to be considered for the championship pennant. There would be no set schedule. Each participating team was required to schedule a best three of five series with every other participating nine. Teams were on their own to negotiate the time and place of such contests. The team with the most victories at season's end would be awarded the championship pennant.

Much of Chicago's 1871 roster were holdovers from the 1870 squad. Many of the players were from New York, and had been hired for their skill, not their ties to the windy city, a fact that did not escape the notice of the *New York Times*, which referred to them as "the Chicago branch of the old Eckford Club."[14] Professional baseball was still a long way from a respected pastime in the eyes of many. In the minds of certain Chicago businessmen, however, it was a potentially lucrative investment.

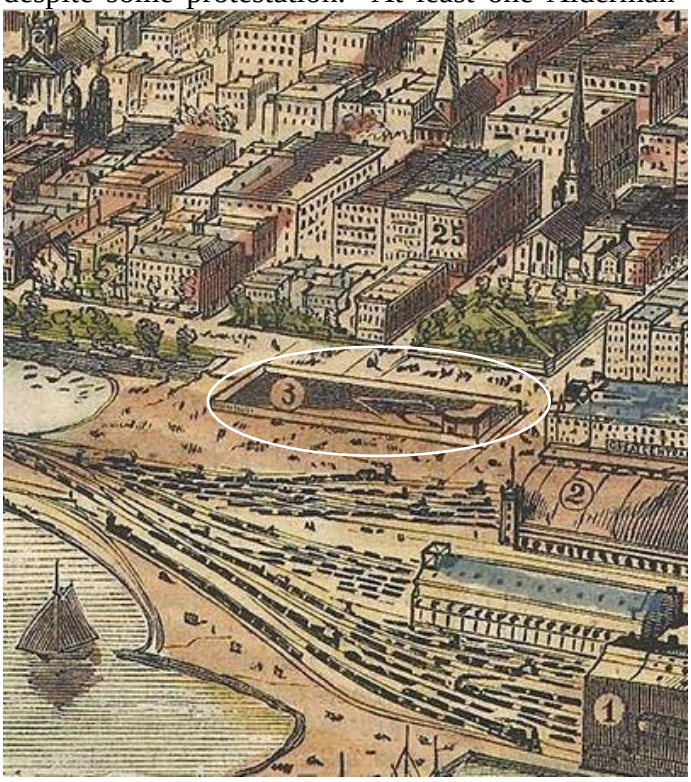
The White Stockings abandoned Dexter Park for the 1871 season, citing its location as a detriment to attendance. Situated approximately six miles south of downtown Chicago, it was a solid 30 minute railroad ride, and an hour by horse cart from the population center of the city. In March of 1871 the city leased a section of Lake Park to the team for the construction of a new ballpark at Michigan and Randolph (present day Millennium Park) on the site of the Union Base-Ball Grounds, where they had played some of their games the previous year. It was referred to variously as Lake Front Park, White Stocking Grounds, and Lake Shore Park. Whatever the name, it was much easier to reach for the average Chicagoan. The *Chicago Tribune* reported that when completed, the park would have seating

[12] Nemec 2012, p 287; Allardice

[13] Cash Book 1876-1881, *Chicago Cubs Collection*, pp 223-24

[14] "Base-Ball," *New York Times*, May 30, 1871, p 8

for 7000 and a full season ticket would go for $15. The White Stockings estimated the cost of the park at $5000. The city set an annual lease of $200, despite some protestation. At least one Alderman



Lake Front Park (circled), home of the White Stockings until it was incinerated in the Great Chicago Fire

objected, presciently, that the city had no right to lease the land, since it belonged to the federal government (the land was the site of the original Fort Chicago). In addition, several businessmen who owned buildings on Michigan or Randolph objected. However, all concerns were overcome, and the land was leased and the ballpark built.[15]

By the end of September, Chicago's first season of professional league ball could be considered a qualified success. The season was winding down and the White Stockings shared first place with Philadelphia, both sporting 18-7 records. In less than two weeks Chicago would be embarking on its final eastern swing, which included the fifth game of their series with Philadelphia – the teams having split the first four games. The fate of the team and, indeed the entire city of Chicago, were both about to take a drastic turn.

On October 8, 1871 the great Chicago fire began, and before it was over, 3.3 square miles of the city center were wiped out. An estimated 300 lives were lost along with 17,000 structures, leaving 150,000 homeless, including the ballclub and most of its players. The White Stockings lost their headquarters, equipment, uniforms, and ballpark, rendering them orphans for the remainder of the year, and ultimately leading to their exit from the league until 1874.

They gamely finished their eastern tour, accepting free railroad passes and second-hand equipment and uniforms donated by opposing teams. "Not two of the nine were dressed alike . . . one man wore a Mutual shirt and Eckford hose; another an Atlantic shirt, Mutual pants, and Flyaway hose, and so on; each man being obliged to borrow a shirt from anyone who was willing to lend."[16]

Before the fire derailed their future, the White Stockings had already signed players for 1872.[17] It was common in the early years of professional baseball for teams to sign players for the following season while they were still under contract, even with other teams. Clearly this was problematic, and would be one of the causes of the league's eventual demise. At the conclusion of the season, Chicago released all players from their contracts, placing an announcement in the *New York Clipper* advertising their availability for the 1872 season.

Shortly after the conclusion of the season, the Chicago Base Ball Club canceled and surrendered its stocks. A committee was created to wrap up the details and close up the business. On November 12th, less than a month after the fire, team secretary J. M. Thacher reported that some $1500 had been disbursed in the past three weeks, most of it towards player salaries. Although the catastrophe had destroyed all of the club's records and account books, Thacher reported that there was still $2000 in the team's bank account, which the stockholders later voted to divide evenly among the players. The

[15] "The Sporting World," *Chicago Tribune*, March 5, 1871, first edition, p 3; "Common Council," *Chicago Tribune*, March 7, 1871 first edition, p 4; "The Sporting World," *Chicago Tribune*, May 5, 1871, first edition, p 4

[16] "Base Ball," *Chicago Tribune*, November 3, 1871, p 1

[17] According to the *New York Clipper* (October 21, 1871, p 226), the White Stockings had signed 12 players for 1872 for a total of $22,600.

ability to turn a profit under such dire circumstances was a glint of hope for the future of baseball, though the *Tribune* opined that "1872 will be a season of work in Chicago – hard, unceasing work for everybody, and we shall have little time to devote to an amusement . . . Base ball is a luxury which we can dispense with for at least one year, and there should be no further steps toward the reorganization of the White Stocking nine."[18]

Despite the fire and the *Tribune* editorial, baseball did not go away. On April 24, 1872 the Phoenix Base Ball Association was capitalized at $10,000 in shares of $100 each. A week later the name was changed to the Chicago Base Ball Association. Among its 75 stockholders were several holdovers from the original franchise.[19] The shares were widely distributed, with the majority stockholder, George Gage, owning only ten.[20] The purpose of the association was to secure land in order to build a baseball ground, which they planned to lease to local amateur teams and visiting professional squads. An agreement was struck with a local businessman, John Muhlke, to lease land on the south side, on Clark Street between 22nd and 23rd near the State Street car lines for $1650 cash. The area was the location of the old Excelsior Grounds. It was estimated that construction of the grounds would cost $1800-$2300. The grounds would seat 4000 with standing room for another 1000. The new facility included a quarter-mile track and dressing rooms for the Chicago Athletic Club and visiting baseball players. The grounds were scheduled to be officially opened on May 25th with a series of sporting events hosted by the Chicago Athletic Club.[21] The Chicago Base Ball Association was officially in business, even if the return of the White Stockings was still two years away. The association lost $110 that year on revenues of $7750, ending the year with $390 in the bank and assets valued at $4890.[22] All in all, a successful year for a base ball association that did not field a team.

On June 6, 1872 George W. Gage was elected president of the Chicago Base Ball Association, a position he would hold until his death three years later. The move

[18] "Games and Pastimes," *Chicago Tribune*, November 13, 1871, first edition, p 6; "City Affairs in Brief," *Chicago Tribune*, March 2, 1872, first edition, p 2

[19] Subscription Stock Book, Chicago Cubs Attendance Book 1882-1889 of the Chicago BB Association, *Chicago Cubs Collection*

[20] Norman Gassette and two others held three shares each, and Ferd Erby held five shares. Nobody else held more than two shares. William Hulbert held one.

[21] "The Sporting World," *Chicago Tribune*, January 28, 1872, first edition, p 2; "Base Ball," *Chicago Tribune*, April 8, 1872, first edition, p 6; "The National Game," *Chicago Tribune*, April 14, 1872, first edition, p 8; "Games and Pastimes," *Chicago Tribune*, April 25, 1872, first edition, p 6; "The National Game," *Chicago Tribune*, May 5, 1872, first edition, p 2

[22] "National Game," *Chicago Tribune*, January 14, 1873, first edition, p 4

returned direction of the team to its origins. George was the older brother of the team's first president, David Gage. George Gage was born in Pelham, New Hampshire on March 3, 1812 and made his fortune in the hotel business in Massachusetts before moving to Chicago in 1853, where he quickly established himself among the city's business elite. He was the GOP nominee for mayor in 1869, and served as the city park commissioner for a number of years. Chicago honored his service by dedicating Gage Park on the city's southwest side after his death on September 24, 1875.[23]

The plan to generate income through a ballpark was working. At the end of 1873, the Association had a cash balance in excess of $8500.[24] The funds were used to refurbish the park in preparation for the return of the White Stockings in 1874. The refurbished park sat nearly 7000, and included 1388 grandstand seats "furnished with comfortable settees . . . [and] complimentary stand for the stockholders and other persons on the free-list."[25] A new side-track was constructed, connecting State street to the entrance of the grounds, so that spectators could ride directly to the gates.

After a two year absence, the White Stockings returned to the field in 1874. The 1874 Chicago White Stockings bore a strong resemblance to the 1873 Philadelphia White Stockings, Chicago having pilfered seven of their players. Between five and six thousand loyal fans turned out on May 13th to welcome the White Stockings back for their first home game in two and a half years. They were rewarded with a 4-0 "Chicagoing" of the visiting Athletics.[26]

Chicago's return to professional baseball was underwhelming on the field. They finished the season with a losing record and a fifth place finish, but did close the books with a positive balance. After spending $2089 improving the grounds and paying nearly $18,000 in player salaries, the team turned a profit of $1168 on the season. Revenue ranged from $5 in ice cream sales and $415 from rental of the grounds to a healthy $31,892 in gate receipts, one-third of which was paid out to visitors. The White Stockings were popular enough on the road to net $1583.74 from their travels, despite a financially disastrous early season trip to Keokuk that earned them a paltry $56 in ticket revenue.[27] The strength of their road performances came from a Boston trip in June, when the team took home $5600 from a three game set.[28] This rosy outlook would not last. The league was doomed, and the architect of its demise was rapidly rising in stature within the hierarchy of the White Stockings.

The future of the front office began to take shape that season when William Hulbert was elected secretary in August. Very quickly he made his presence felt, and began to take on a wider variety of tasks, including marketing, negotiating player contracts, and representing the team at the annual league meeting, where he was named to the rules committee. The *Chicago Tribune*, in announcing that Hulbert would represent the team, foreshadowed events under his leadership, commenting that he held "some very pronounced ideas on the punishment which should be meted out to "revolvers," and will make an excellent representative generally." While attending the league meeting he "saw that a radical reform should be effected, and an entirely new departure made, to place the national game on an enduring footing. The idea of a National League originated then and there . . . and before he left Philadelphia he had thought out the general plan."[29]

The 1875 season witnessed several firsts for the White Stockings: 1-0 game (v St. Louis), no hitter (v Philadelphia), and scoreless game at the end of nine innings (v Hartford).[30] Unfortunately, position in the standings was not included in that list. The White Stockings suffered another losing season and finished sixth in an unwieldy 13-team league. The highlights of the season did not take place on the

[23] Board of Directors 18 August, 1874-27 October, 1875 Expense & Other Data 1874-1875, *Chicago Cubs Collection*, p 1; Allardice

[24] Chicago Base Ball Association Ledger 1874 and 1875, *Chicago Cubs Collection*, p 1

[25] "Local Miscellany. Base-Ball Gossip," *Chicago Tribune*, April 5, 1874, p4

[26] "Sporting Gossip," *Chicago Tribune*, May 14, 1874, p 8

[27] Board of Directors 18 August, 1874-27 October, 1875 Expense & Other Data 1874-1875, *Chicago Cubs Collection*, p 3-4

[28] *ibid*, p 72

[29] Haupert 2015

[30] Bales 2019, p 77

field. Rather, the excitement was in the front office, where dramatic changes were being made for 1876, when Chicago would debut a much improved team in an entirely new league, all at the hands of William Ambrose Hulbert, who was promoted to team president after the death of George Gage in September of 1875.

The reconstruction process began much earlier. At the July 3rd board meeting, Hulbert read a letter from Albert Spalding, who at the time was in the midst of another dominant season for the Boston Red Stockings. Spalding was offering his services as "manager" of the Chicago club for 1876. The board acted quickly, appointing Hulbert to go to Boston to pursue the deal with Spalding and to engage any other players for 1876 that he and Spalding desired.[31]

Two weeks later Hulbert reported back to the board that his trip to Boston was a rousing success. Not only had he secured the services of Spalding, but also his teammates Ross Barnes, Cal McVey, and Deacon White, as well as Ezra Sutton and Adrian Anson, currently of the Athletics. Spalding agreed to a guaranteed salary of $2000 plus 25% of net profits. These were the terms of the contract reported publicly. However, the board approved a secret contract, which actually gave Spalding 30% of the net profits. Furthermore, Spalding would be elected "manager" of the team, and "was to have charge of and conduct in his own person, all the detail business of the association – the supervision of the Directory to be general."[32]

The team had also promised Barnes a $2000 salary and 25% of the net profits. McVey was signed for $2000, White got $2400 plus a promise of another $100 "if the club proves financially successful." Anson was to receive $2000, of which $200 was paid in advance. Sutton agreed to $2000 plus $400 up front,[33] though he ultimately reneged on the deal and stayed in Philadelphia. Anson also tried to back out of his deal, but in the end moved to Chicago where he became the first member of the 3000 hit club and, with Spalding, became the franchise's first Hall of Famers in 1939.

The White Stockings were going all out for 1876 in more ways than one. For beginners, the signings flew directly in the face of what Hulbert had forcefully argued for earlier that year at the annual meeting of the NA, when he advocated harsher punishments in an effort to stop in-season signings of players by one team from another. Secondly, the financial gamble was enormous. They had just signed six players to a total salary of $12,500. The White Stockings entire 1875 payroll for 18 players was less than $18,000, and those preliminary figures did not include the profit bonuses (which would ultimately cost the White Stockings $4131). But most importantly, Hulbert was not concerned about his hypocritical behavior because he knew something nobody else did: there was not going to be a next year for the National Association. He was already formulating his plan to scuttle the league and create a new one.

President William Hulbert had purchased a single share of stock in the team in 1870 and thereafter steadily rose in prominence within the organization. He joined the White Stockings board of directors in 1872, was appointed team secretary in 1874, and president in 1875. He was now on the cusp of creating an entirely new league, of which he would eventually become president. Both the new team and league were created with the same cunning business acumen, amid secrecy that led to his desired outcome, and likely the best outcome for baseball and the Chicago franchise in the long run. But both reorganizations sparked outrage by those left behind, cut out of what would prove to be very profitable ventures.

At the same meeting that Hulbert was promoted to the presidency, Albert Spalding joined the front office. He was elected to the board of directors to replace George Gage and appointed to succeed Hulbert as secretary, in addition to his previously assigned managerial duties.[34] Unbeknownst to anyone at the time, Spalding's remarkable playing career in Chicago was soon to be overshadowed by his front office role.

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[31] Board of Directors 18 August, 1874-27 October, 1875 Expense & Other Data 1874-1875, *Chicago Cubs Collection*, p 7

[32] *ibid*, p 9-11

[33] *ibid*

[34] *ibid*, p 16

William Hulbert

Word began circulating that fall that the National Association was considering expelling the players Chicago had signed away from Boston and Philadelphia. Hulbert, however, was one step ahead of the league. After only five years in operation, the National Association was in trouble. It was weak and unable to control the player jumping, rowdy behavior, and gambling. Attendance declined each year of the league's existence.[35] As a businessman, Hulbert recognized an opportunity for profit and the shortcomings of the current structure in attaining that profit. The time was ripe for a stronger, centrally governed league.

Hulbert convened secret meetings during the winter of 1875-76, to which he invited representatives of seven clubs to join his Chicago franchise in the formation of an exclusive new league. He appealed to the owners, businessmen all, by using some simple economic logic. If businessmen ran the teams and players played ball, each party could concentrate on doing what they did best and everyone would be better off. The geographic exclusivity he promised to each club appealed to the owners as well. Exclusivity meant monopoly, and monopoly meant profit. The meetings concluded with the eight clubs abandoning the National Association and forming the National League of Professional Base Ball Clubs (NL).[36]

Chicago in the National League

William Ambrose Hulbert, second president of the National League, owner and president of the Chicago White Stockings and successful businessman, was born on October 23, 1832 in Burlington Flats, NY, a country crossroads located 15 miles west of Cooperstown. His family moved to Chicago in 1836, where William and his two brothers were raised. He briefly attended Beloit College, but his primary education was on-the-job training. He worked for his father's grocery business and a local coal merchant before establishing his own grain trading offices and obtaining a seat on the Chicago Board of Trade.[37]

In preparation for the 1876 season, Hulbert obtained an upscale clubhouse for his team on the southeast corner of Wabash and 23rd, just a block from the 23rd Street Grounds where the team would play the next two seasons. The White Stockings opened their 1876 home season on May 10th with a 6-0 blanking of the Cincinnati Red Stockings in front of 5000 - 6000 people who stood in line and had to "go through all sorts of troubles to get tickets and seats for Chicago's opening game." The *Chicago Tribune* boasted the following morning that "it looks as if the Chicago club management had done it at last - had selected a club to fitly represent this city, and therefore to excel all other clubs in the West, if not in the country."[38]

The season was a success on a number of fronts. The White Stockings won the pennant, the first of six they would capture in the first 11 years of the league's existence, and turned a profit. The league itself survived, and would weather major scandals in its early years to validate Hulbert's foresight. He was a visionary, a master of organization and persuasion, and a stealthy operator. Under his leadership the White Stockings and the National League both thrived, and continued to do so long after his premature death in 1882. And he wasn't done. Perhaps the biggest success of the season was his reorganization of the team charter – another event that was accomplished largely in secrecy.

On July 30th the *Chicago Tribune* addressed fan concerns regarding the White Stockings lack of activity in securing their players for the 1877 season. "Mr. Hulbert is doing just what is wisest under the circumstances; and, as he should be given the credit for assembling the only first-class team Chicago ever had, so he should be let alone in his

[35] Allen, p 3

[36] The original eight NL franchises were located in Chicago, St. Louis, Cincinnati, Louisville, Boston, New York, Philadelphia, and Hartford.

[37] Haupert 2015

[38] "Sporting News," *Chicago Tribune*, May 11, 1876, p 8

movements for 1877. He will do just what is best, no doubt."[39] But the real question was, best for whom?

There was a very good reason that no players had yet been signed for 1877. For on July 30th, there was no White Stockings franchise. The team's charter had quietly expired some months before, and was not legally allowed to conduct any business other than the dissolution of the now expired Chicago Base Ball Association. Unbeknownst to the *Tribune*, and also unbeknownst to some of his co-owners, Hulbert was hard at work creating a new organization, which would field a White Stockings team in 1877. This new charter would be leaner and more top heavy in control, with Hulbert in charge.

In the summer of 1876 Hulbert reorganized the team, buying out the shares of the now defunct Chicago Base Ball Association from several stockholders, who by then numbered 59 and held 70 shares among them. The majority shareholder among these 59 was George Gage with five shares. Nobody else held more than three shares. Hulbert had one. Between July 24th and October 30th a total of 35 shares were transferred to Hulbert, leaving him with 36 of 70 shares now held by a total of 30 people. Thus, Hulbert held controlling interest of the expired association, and set about closing it down.

The newly created charter was called the Chicago Ball Club, which was capitalized on August 26th with 200 shares of stock at $100 each. Those 200 shares were initially subscribed by 32 people. William H. Murray (50), Albert Spalding (30), Ross Barnes (30) – both active players on the White Stockings at the time, Hulbert (22), and J.B. Lyon (20) were the majority stockholders.[40]

About a dozen of the disenfranchised stockholders hired an attorney to fight for their ownership rights. The issue was resolved by Hulbert, who "was obviously just scuttling some individuals he considered undesirables."[41] While perhaps behaving unethically, Hulbert did nothing illegal in shutting out most of the previous association's stockholders. They were paid their due and summarily uninvited to participate in the new venture. Literally, out with the old and in with the new - and some of the favored old. Seven of the stockholders who were left holding stock from the old corporation joined Hulbert in the new corporation. Six of them (including Hulbert) were original charter members from 1872.[42]

One cannot help but wonder if Hulbert, shrewd executive that he was, deliberately let the association's charter lapse so he could rid himself of meddlesome stockholders who did not share his vision for the White Stockings.[43] The *Chicago Tribune* praised the reorganized club for it "contains

[39] "Pastimes," *Chicago Tribune*, July 30, 1876, p 3

[40] White Stocking first sacker Cal McVey (5), and holdovers from the old corporation, James Barrett (5), Edwin Dexter (5), and Norman Gassette (4), were the other stockholders with more than three shares. Two months later Gassette sold his shares to Hulbert, giving him 26. McVey never paid for his shares, and the following April one was sold to a new stockholder and the other four were recapitalized by the team. Stockholder lists are available in various documents in the *Chicago Cubs Collection*.

[41] Orem, p 259

[42] Those six were James Barrett, Charles Bartlett, Edwin Dexter, Hulbert, Louis Viele, and Philip Wadsworth.

[43] Bales 2020

within its small number of stockholders all the best elements of the support of the game in this city."[44]

The National League debuted in 1876 with eight teams. It would enter the next season with six, after the expulsion of New York and Philadelphia during the league's winter meetings. William Ambrose Hulbert added the title of league president to his resume when he was elected to succeed the retiring Morgan Bulkley in December. He would continue to preside over both the White Stockings and the National League until his death on April 10, 1882.

Under Hulbert's steady hand, both the league and the White Stockings flourished. The league survived a hippodroming scandal, the expulsion of another franchise (Cincinnati in 1880), and a revolving cast of members.[45] It instituted the reserve clause and fixed schedules, clamped down on gambling, and begat stability from the chaos of the National Association. In short, while not without its growing pains, it became everything that Hulbert predicted. And that was to the great benefit of the White Stockings, who finished every season of Hulbert's presidency in the black, won four of the first seven league titles, built a new ballpark, and produced three of the league's first five presidents.

Albert Goodwill Spalding

On April 1, 1880 Adrian C. Anson purchased Edwin F. Dexter's five shares, and on August 24th the White Stockings purchased the 30 shares held by Ross Barnes. Cap Anson's ownership of stock in the Chicago club was credited as a powerful influence in keeping him from abdicating for the Player's League a decade later.[46] The result of the reshuffling meant that by the fall of 1880 the majority stockholders were William H. Murray (50), Albert Spalding (30), Hulbert (26), and J. B. Lyon (20), who between them held 74% of the 170 shares outstanding.[47]

The magnates of the National League surely appreciated Hulbert for creating a profitable monopoly and allowing them to share in its riches. His players also appreciated him. During the final home game of the 1881 season the players presented Hulbert with a '"massive" gold watch chain and locket "as a token of their respect and esteem." One side of the locket featured the initials 'W.A.H.' while "From the boys of '80 and '81" was inscribed on the other side. Inside the locket were small ovals for portraits of the twelve donors of the nearly $200 it cost for the memento.[48] It was the last time Hulbert would see his beloved team on the field. He was already ill, and by the next spring he would be dead. Albert Spalding would assume the mantel of leader of the White Stockings.

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[44] "Field and Turf," *Chicago Tribune*, March 18, 1877, p 7

[45] In the first six years, 17 different franchises called the National League home. Only Boston and Chicago were continuous members.

[46] Seymour, p 233

[47] Cash Book 1876-1881, *Chicago Cubs Collection*, pp 223-24

[48] The 12 donors were players Cap Anson, Tom Burns, Larry Corcoran, Abner Dalrymple, Silver Flint, Fred Goldsmith, George Gore, Mike Kelly, Hugh Nicol, Joe Quest, and Ned Williamson, and Hulbert's personal secretary, W. H. Finley. Bales 2019, p 129

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Recently Published Research

This column highlights recently published articles on topics that may interest members of the Business of Baseball Committee. If you are aware of a source that publishes articles of interest to the readership, please alert me so that I can monitor it.

Courty, Pascal, and Luke Davey, "The Impact of Variable Pricing, Dynamic Pricing, and Sponsored Secondary Markets in Major League Baseball," *Journal of Sports Economics 21 no 2* (February 2020): 115-138

Toward the end of the 1990s and into the 2000s, Major League Baseball teams moved away from fixed ticket prices, to first setting prices according to expected game demand, and subsequently to dynamically changing prices in response to demand. Teams have also collaborated with secondary ticket marketplaces to sponsor resale. By exploiting a team panel covering seasons 1999-2017, we use fixed effect models to estimate the impact of these pricing innovations on team revenue and team value. Variable pricing increases revenue and team value by 4.2% and 9.5%, respectively. The introduction of dynamic pricing and sponsored secondary markets has no statistically significant effect on revenue or team value.

Rodney Fort, Rodney, Young Hoon Lee, and Taeyeon Oh, "Quantile Insights on Market Structure and Worker Salaries: The Case of Major League Baseball," *Journal of Sports Economics* 20 no 8 (December 2019): 1066-1087

The vast majority of the empirical investigation of player marginal revenue product (MRP) and monopsony exploitation rates (MER) implicitly assumed that MRP is constant across the revenue distribution of teams. The few works that do attempt to capture the impact of revenue variation across teams do so via independent variable specification. We bring quantile estimation to bear that allows MRP to vary across the entire revenue distribution in Major League Baseball. Completely in keeping with economic common sense, MRP increases as total revenue rises (to higher and higher quantiles). As with past findings, there is interesting MER dispersion over the length of player tenure in the league and between star and mediocre players. Heretofore unexplored, we also find interesting dispersion in MRP and MER between larger revenue and smaller revenue markets. Our results suggest that independent variable specifications overstate MRP and MER for smaller revenue teams and understate the same for larger revenue team.

Fujimoto, Masaki, "Equal Revenue Sharing and the Optimal Distribution of Talent in the *N*-Team Leagues," *Journal of Sports Economics* 21, no 2 (February 2020): 103-114

This article shows that if a certain symmetric property of contests is assumed, then the ratio of equilibrium talent levels under equal revenue sharing maximizes the total league revenue and profits in the *n*-team model. This result holds irrespective of the types of conjectural variations, "Walrasian" or "Nash."

Humphreys, Brad, and Candon Johnson, "The Effect of Superstars on Game Attendance: Evidence From the NBA," *Journal of Sports Economics* 21 no 2 (February 2020): 152-175

Economic models predict that "superstar" players generate externalities that increase attendance and other revenue sources beyond their individual contributions to team success. We investigate the effect of superstar players on individual game attendance at National Basketball Association games from 1981-1982 through 2013-2014. Regression models control for censoring due to sellouts, quality of teams, unobservable team/season heterogeneity, and expected game outcomes. The results show higher home and away attendance associated with some superstar players. Michael Jordan generated the largest superstar attendance externality, generating an additional 4,837/4,236 fans at home/away games.

Humphreys, Brad, and Thomas Miceli, "Outcome Uncertainty, Fan Travel, and Aggregate Attendance," *Economic Inquiry* 58 no 1 (January 2020): 462-473

The uncertainty of outcome hypothesis (UOH) informs economists' understanding of consumer decisions to attend sporting events and team revenue generation. We develop a model of fan behavior based on standard expected utility methods which incorporates fan heterogeneity in terms of decisions to travel to away games and strong preferences for wins. The model reflects aggregate attendance outcomes across local and visiting fans, generates predictions consistent with the UOH, and gives rise to concave league-wide revenue functions. Empirical analysis of game outcomes and attendance at regular season National Basketball association games from 1979 to 2013 supports key predictions of the model. (*JEL* L83, D12, Z20)

Humphreys, Brad, and Kun Zhou, "Are Fair Weather Fans Affected by Weather? Rainfall, Habit Formation, and Live Game Attendance," *Journal of Sports Economics* 21 no 3 (April 2020): 304-322

We analyze habit formation in sports attendance utilizing rainfall as an unexpected, transitory shock to attendance costs. Using attendance data from Major League Baseball (MLB) and National Oceanic and Atmospheric Administration weather data, we analyze the impact of variation in game day weather conditions on current and future MLB attendance. The empirical strategy permits identification of both the formation and persistence of habit from exogenous weather shocks. Past adverse weather shocks increase future attendance by about 200 fans per game. This contributes to the literature developing empirical evidence of habit formation in the field and provides policy implications for optimal ticket-pricing strategies.

Madden, Paul, "Collective Bargaining in a Basic North American Sports League Model With Broadcasting Revenue," *Journal of Sports Economics* 20 no 8 (December 2019): 1088-1118

The general firm/trade union bargaining literature is brought to bear on a specific North American sports league model, where talent supply is perfectly inelastic and profit-maximizing clubs receive local (gate) revenue plus an equal share of league broadcasting revenue. Club and player representatives negotiate a collective bargaining agreement (CBA) on the levels of local revenue sharing, salary cap, and salary floor. Results characterize the set of efficient bargains and the Nash bargaining solution and show how they are affected by increases in broadcasting market size, focusing on player salaries, competitive balance, the content of CBA documents, and comparisons with laissez-faire.

Team Ownership Histories Project -- A subset of Bioproject and the Business of Baseball Committee

By Andy McCue

The project (https://sabr.org/bioproj/topic/team-ownership-histories) continues to grow and evolve. In the past year, we've more than doubled the number of essays posted and added a new dimension.

The new dimension covers teams beyond the current 30 major league franchises. Charlie Bevis

touched off the added direction with five essays on defunct 19th Century teams (Boston of the Union Association, Boston of the 1890 Players League and the 1891 American Association, Worcester, Troy and Providence of the National League). Bill Lamb quickly joined in with the Newark Peppers of the Federal League. John Zinn has been inspired to volunteer for Brooklyn of the Players League. Duke Goldman has volunteered to do the Negro League's Newark Eagles and Mike Haupert offered to do the Negro Leagues Hilldale Club and the South Bend Blue Sox of the All-American Girls Professional Baseball League.

Charlie's essays join earlier essays on the Mets (Leslie Heaphy), the Boston Braves (Bob LeMoine), the Red Sox and Yankees (Dan Levitt and Mark Armour), the Indians (Dave Bohmer), the Dodgers (Andy McCue), the New York Giants (Bill Lamb) and the Diamondbacks (Clayton Trutor). In the past year, we've added the San Francisco Giants (Rob Garratt), Miami Marlins (Steve Keeney), Phillies (Rich Westcott), Blue Jays (Allen Tait), Mariners (Steve Friedman), St. Louis Browns (Greg Erion), both versions of the Washington Senators (Andy Sharp), Royals (Dan Levitt), Expos (Joe Marren) and Twins (Gary Olson).

Working on drafts are Mike Haupert (Cubs), Brian Erts (Reds to '68), Steve West (Rangers), Nick Waddell and Jeff Samoray (Tigers), Mark Stangl (Cardinals), John Bauer (Padres), Ed Edmonds (Reds from '68), and Ken Carrano (White Sox).

That leaves the Milwaukee Braves, Atlanta Braves, Milwaukee Brewers, Washington Nationals, Colorado Rockies, Los Angeles Angels, Houston Astros, Philadelphia/Kansas City/Oakland Athletics, Baltimore Orioles, and Pittsburgh Pirates.

Anyone interested in the un-assigned teams or those of defunct franchises should contact Andy McCue at agmccue48@gmail.com.

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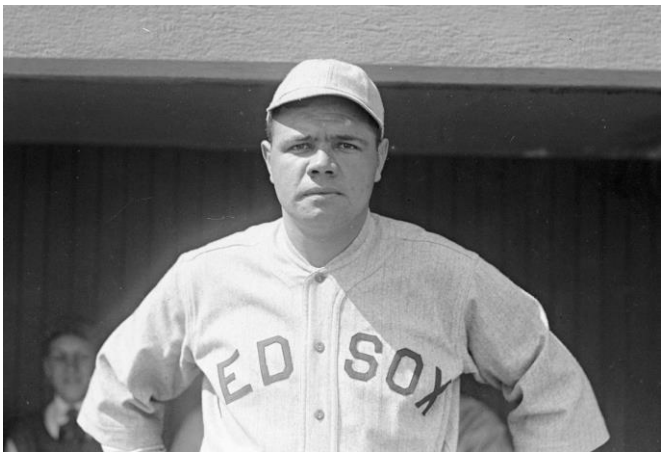
A Call for Submissions

The Business of Baseball Committee has more than 700 registered members. We are sure many of you are doing research that would be of interest to your fellow SABR members. Please consider sharing your work in the newsletter, which is especially well suited to preliminary versions of work you may wish to publish elsewhere. *Outside the Lines* is an excellent outlet for the publication of your research on any topic of baseball that occurs "outside" the playing field. Submissions can be directed to Mike Haupert at mhaupert@uwlax.edu.

100 Years Ago



The Gift That Was Babe Ruth

By Michael Haupert

This article is based on "Sale of the Century: The Yankees Bought Babe Ruth for Nothing," in Bill Nowlin, ed., The Babe, Phoenix: SABR, 2019, pp 79-82

On January 5, 1920, the New York Yankees announced that they had purchased the contract of Babe Ruth from the Boston Red Sox. The next morning's *New York Times* erroneously reported the sale price as $125,000. The actual purchase price was $100,000, payable in four annual installments of $25,000 at 6 percent interest. New York had made the first payment on December 19, 1919. Including interest, the Yankees paid $108,375 for Babe Ruth. As we shall soon see, however, the deal was not so much a sale by the Red Sox as it was a gift to the Yankees.

Few baseball fans would argue the notion that the Yankees got the best of that bargain. In previous research, I have outlined the astounding financial

return the Yankees realized from their acquisition of Ruth.[49] By the time the Babe departed Boston for the Bronx, he was already a two-time American League home-run champion, having just blasted a major-league-record 29 homers the previous season. He would go on to best that record 13 times while in pinstripes, setting three new single season home run records along the way.

Harry Frazee

Two parts of the deal led to the unfortunate (for Red Sox fans) financial outcome. The first one involved the three-year contract at $10,000 per season that Ruth and the Red Sox signed before the 1919 season. The second involved a loan. Both transactions were reported at the time, though the specifics of each were not known.

Shortly after his record-setting 1919 performance, Ruth began posturing for a new contract. When the sale was announced, he renewed his demands for a new deal and also called for a share of the sale price. While he did not get the latter, he did get the former.

Fearing their new star might threaten to hold out, the Yankees negotiated to have the Red Sox pay half of any salary increase or bonus (up to $5000 per year) that New York offered to Ruth for the duration of the deal. The Yankees agreed to double Ruth's compensation to $20,000 per year for the remaining two years. As a result, they actually paid Ruth only $15,000 per year through 1921, with the Red Sox reimbursing them for $5,000 each of the two years. Technically, the Yankees structured Ruth's new contract as the same $10,000 base salary, with another $10,000 in bonuses each year.

Considering this salary-sharing agreement, the Red Sox, in effect, returned $10,000 of the purchase price for Ruth to the Yankees, who in turn passed it on to Ruth in the form of higher compensation. This effectively reduced the purchase price for Ruth from a total (with interest) of $108,375 to $98,375. But that was small change compared to the impact of the loan.

When news of the sale first broke, there were reports that the deal was more complicated than the simple cash transaction announced by Colonel Ruppert.[50] Rumors began to crop up about a second part to the deal: a loan from the Yankees to Frazee in an amount ranging between $300,000 and $400,000. In this case, the rumors proved to be true. On May 25, 1920, Ruppert made a personal loan to Frazee for $300,000, with Fenway Park as collateral. Because Frazee owned the Red Sox and Ruppert owned half of the Yankees, and the collateral for the loan was Fenway Park, it was very much a part of the Ruth transaction. However, because it was made by Ruppert, and not the Yankees, it never appeared on the Yankee books.

Jacob Ruppert

The original terms of that loan called for Ruppert to lend the funds at 7 percent per year, with interest to be paid semiannually for five years. At the end of that time, Frazee would repay the $300,000 or forfeit the rights to the Fenway Park mortgage, allowing Ruppert to dispose of the park as he saw fit.[51]

The loan was not repaid in five years. And Jacob Ruppert did not sell the mortgage. In fact, he held the Fenway mortgage for 13 years.[52] The loan was not retired until July 29, 1933. It was paid off by Thomas Yawkey, who had purchased the Red Sox earlier that year from Robert Quinn, who bought the team from Frazee 10 years earlier. Through the last three years of the Frazee ownership, the entirety of the Quinn ownership, and the first few months of the Yawkey era, Fenway Park belonged to Jacob

[49] Haupert 2008 and Haupert 2015

[50] "Ruth Bought by New York Americans for $125,000, Highest Price in Baseball Annals," *New York Times*, January 6, 1920: 16.

[51] *Hermann et al Trustees to Jacob Ruppert of New York*

[52] *Jacob Ruppert of New York to Yawkey*

Ruppert. And twice each year during that time, Jacob Ruppert cashed checks for $10,500. Beginning in May of 1925, Ruppert had the option of continuing to cash the checks, or auctioning Fenway Park to the highest bidder. He elected to keep the income stream.

Harry Frazee never actually owned Fenway Park. Instead, the ballpark was owned by the Fenway Realty Trust, established in September of 1911, when then-Red Sox owner General Charles Taylor transferred the land that would become the site of Fenway Park to the trust and capitalized it with 1,000 shares at $300 each. Taylor and his son, John I. Taylor, owned most of the shares, and arranged for a lease of $30,000 per year between the Red Sox and Fenway Park.[53]

Harry Frazee purchased the Red Sox from Joseph Lannin in October of 1916 for $662,000. Lannin had purchased the team, and stock in Fenway Realty Turst, in pieces between 1911 and 1914. The deal included Lannin's shares in the ballpark trust. The Taylors held half of the total shares. The sale involved a note for $262,000 from Frazee to Lannin, with shares in the Fenway Realty Trust held by Lannin as collateral. As a result, Frazee owned the Red Sox, but not Fenway Park, though he would acquire ownership shares in the ballpark when he retired the note.[54]

Three years later, Harry Frazee was strapped for cash. He was simultaneously trying to pay off his note to Lannin, buy out the Taylor interest in Fenway Park, and purchase the Harris Theater on Broadway. Frazee was a wealthy man, but like many men of wealth, he was not necessarily flush with cash.[55] He did, however, have assets against which he could borrow. The asset he used as collateral to borrow the cash from Ruppert happened to be his ballpark – or it would be, if he could obtain it.

The loan from Ruppert was a critical part of the Ruth deal, as it was used to retire the Lannin note and purchase the Taylor shares in Fenway Realty Trust in May of 1920. This gave Frazee controlling interest in Fenway Realty Trust, paving the way for its use as the collateral necessary to obtain the loan.

On May 24, 1920, owners of all 1,000 shares of Fenway Realty Trust stock (now held mostly by Frazee) voted and agreed unanimously to approve a $300,000 mortgage that, if foreclosed, would allow for the holder of that mortgage (Ruppert) to sell it. The trustees then turned over all 1,000 shares to the Jacob Ruppert Corporation, wholly owned by Jacob Ruppert, as collateral on the loan.[56] The Trust retained the rental income from the Red Sox, along with the responsibility of paying the property taxes and insurance. Ruppert earned $21,000 per year in interest while holding a mortgage on a very valuable asset – making the loan a solid investment, which, unbeknownst at the time, would continue to pay off for the next thirteen years.

If the loan had been retired in May of 1925, as called for in the original deal, the total interest paid would have been $105,420. In addition to the $10,000 that the Red Sox paid the Yankees to help cover Ruth's salary, the total amount of money flowing from Frazee and the Red Sox to Ruppert and the Yankees as a result of the Ruth deal was $115,420, or $7,045 more than the Yankees sent to Frazee for Ruth. But the Red Sox weren't done paying yet.

As noted earlier, the loan was not repaid until July of 1933. While the mortgage record does not show how much Yawkey paid to retire the debt, if he paid the entire $300,000, then Ruppert would have received a total of $276,920 in interest payments over the 13-year period of the loan, barring any renegotiation of the terms. One reason he may have been willing to hold the mortgage for 13 years was that the 7 percent interest he was receiving was better than he could have earned anywhere else on a similarly risky asset. It really does not matter why Ruppert held the mortgage instead of selling it. What does matter for this story is that in the end, whether we calculate the figures over the original five year deal or the 13 year actual holding of the mortgage, the Red Sox paid more to Ruppert and the Yankees in the Babe Ruth deal than they received. The only question is exactly how much more. Regardless, the Ruth sale turned out to be the biggest gift in baseball history. And it kept on

[53] For a thorough history of Fenway Park, see Glenn Stout 2012

[54] James C. O'Leary, "American Leagues Patch Up Quarrels," *Boston Globe*, February 11, 1920: 7.

[55] See Levitt *et al* for an excellent overview of Harry Frazee's financial situation.

[56] *Hermann et al Trustees to Jacob Ruppert of New York*

giving. Since the Ruth deal, the Yankees have won 27 World titles. The Red Sox have won four.

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Seeking Volunteers for MLB Team Employee Directory Project

As we announced at the Business of Baseball Committee annual meeting at the San Diego convention last summer, we have embarked on building a historical database of major league baseball employees. Sean Lahman is in the process of constructing the physical database from our data entry.

We have a terrific group of volunteers who have made this project possible: to date we have completed over 600 team-seasons and have over 200 more assigned. But there are still many team-seasons to go.

If you would like to help, we need volunteers to enter data from information sources, principally team media guides, into a spreadsheet. Most of the team-seasons for which we have electronic sources have already been entered or are in process.

We do have hard copies of roughly two-thirds of the years between 1983 and 2004 for most teams and can upload the relevant couple of pages from each if there is a team you'd like to work on. Additionally, if you have a source with the relevant information and would be willing to enter it into a spreadsheet, that would be terrific as well.

Please let us know if you might be willing to take on a few years of your favorite team year at dan@daniel-levitt.com

We would like to thank the following volunteers for their help in making this project viable: Mike Bender, Dennis Bidwell, Cliff Blau, Kurt Blumenau, David Cieslinski, Richard Cuicchi, Ray Danner, Dennis Degenhardt, Mark Galus, Jerry Gauthier, Stephen Ginader, John Green, Vince Guerrieri, Leslie Heaphy, David Krell, Sarah Johnson, Connor LaVelle, Andrea Long, Matt Mitchell, Mauricio Montenegro, Sven Muencheberg, Bill Nielsen, Andrew Noe, Elena North, Stan Osowiecki, Michael Scott, Karly Siegler, Bruce Thompson, Stew Thornley, Mike Webber, Jim Wohlenhaus,

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