

this section of the book consists primarily of an interesting series of biographies, the authors' theoretical appraisal portrays missionary efforts as paternalist, transitional, or modern. Several biographical sketches are of such noteworthy individuals as Bishop Ralph Dodge, who served in Rhodesia as that country moved toward its independence as Zimbabwe. Although the authors are generally laudatory, they point out conflicts and tensions relating to Methodist missionary endeavors.

Nicely illustrated, the book provides a biographical listing of significant Methodist missionaries prior to 1945. It is well documented with useful endnote citations; unfortunately, it lacks an index.

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Studebaker: The Life and Death of an American Corporation. By Donald T. Critchlow. (Bloomington: Indiana University Press, 1996. Pp. x, 273. Illustrations, notes, tables, selected bibliography, index. \$39.95.)

Historian Donald T. Critchlow fits the Studebaker story into the larger study of business history in America. He argues that "tradition—as construed by management—played a fundamental role in molding corporate culture, rhetoric, and strategy at Studebaker" (p. 7).

Studebaker was founded as a wagon company in South Bend, Indiana, in 1852 by the Studebaker brothers, who were sons of German Dunkard parents. These five brothers had a strong sense of piety and noblesse oblige. They opposed unions but "viewed themselves as Christian businessmen who espoused harmony between the social orders through community obligation and social responsibility" (p. 8). They paid the highest wages in South Bend and built their company into the largest wagonmaker in the United States, employing five hundred men and grossing over \$1 million by 1875.

Interestingly, the Studebakers sometimes wanted an active role for government in American society. During the Panic of 1893, for example, Clement Studebaker urged Congress to start a public works program to halt unemployment. Eugene V. Debs, the Socialist party leader, said, "If all employers of labor were like Peter Studebaker, there would be no strikes. He is a true friend of workingmen" (p. 29).

The transition from wagons and carriages to cars was a tough one for the Studebakers. William C. Durant, the founder of General Motors, made the switch from carriages to cars in his own business life, but the Studebakers needed help from an in-law, Frederick Fish. The Studebakers, who were committed to the old wagon technology, eased their way out of active involvement with the company and let

Fish and a new management team compete with Durant and Henry Ford.

The Studebaker traditions were not forgotten. Albert R. Erskine, who ran the company in the 1920s, invoked the Studebaker name as a symbol and as a memory of good will and good labor relations. The Great Depression devastated Studebaker, and the company went into receivership; when Paul G. Hoffman and Harold Vance took over and made Studebaker profitable again, they used the company tradition of good employer-employee relations to deal effectively with the automobile unions.

Studebaker, as Critchlow shows, flourished during World War II but fell into decline in the 1950s. The company failed to modernize and lost its market share to the Big Three—Ford, General Motors, and Chrysler. Studebaker merged with Packard in 1954, but this only delayed the inevitable. The company shut down in 1963, one of the last of the independent automakers.

Critchlow's book is a useful history of an important American company. The history of Studebaker provides a useful look at why it is so hard for successful entrepreneurs to perpetuate their success from generation to generation and new technology to newer technology.

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The Ohio Frontier: Crucible of the Old Northwest, 1720–1830. By R. Douglas Hurt. (Bloomington: Indiana University Press, 1996. Pp. xv, 418. Maps, illustrations, bibliographical essay, index. \$35.00.)

The proliferation of research on early Ohio during the past two decades has prompted several scholarly reassessments of the role of the state in the development of the Old Northwest and the trans-Appalachian frontier generally. These works have explored such issues as cultural interchanges, the contest for empire, republicanism, and the market economy. While touching on similar themes, *The Ohio Frontier* occupies a slightly different niche in this genre. It is intended to be a popular account and is based almost entirely on recent secondary works. It thus does not include footnotes, but readers can find the references in an excellent and comprehensive bibliographical essay.

The first five chapters grapple with the relations among the native inhabitants of the Ohio country, the French, the British, and the Americans before 1795. Hurt sees the well-known episodes of the early frontier as a series of complex accommodations among natives and Europeans in their mutual struggle for control. It is gratifying to find this more recent interpretation in a popular account, but some